A STUDY OF THE EFFECTS OF PARTICIPATION OF NAVAL COMMANDS AND PERSONNEL IN COMMUNITY AFFAIRS ON THE ATTITUDES OF THE COMMUNITY

Leonard Richard Kojm

BOSTON UNIVERSITY
School of Public Relations and Communications

Thesis

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By
Leonard Richard Kojm
Lieutenant, United States Navy
(A.B., Dartmouth College, 1947)

Submitted in partial fulfillment of the
requirements for the degree of
Master of Science
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Leonard Edward Dean
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Approved by

PREFACE

This study is merely an attempt to explore an area which must be investigated if people are ever to achieve the understanding to live harmoniously in a community.

There is a pressing need in this generation, for principles, techniques and skills of the social process to enable industry, business, or a governmental agency to live together with the community. There is still a greater need in today's society for recognizing, defining and using, those social skills which can most effectively build good will, understanding and cooperation within a community.

Progress in establishing good relations within and among groups of people in a community is the result of good leadership which is successful because it follows certain principles and employs certain techniques of establishing good community relations.

One of the techniques of establishing good relations between a company or a governmental agency and the community is by encouraging members of the respective groups to actively participate in community activities.

How participation in community activities affects the public relations program of the Navy is the primary concern of this study. The following material is submitted with that goal in mind.

A study of participation, in two communities, by a naval command or naval personnel, extensive library research and interviews with community leaders has resulted in the information which follows.

This is a relatively new field for the Navy, as the importance of participation in community activities as an important facet in public relations has been recognized by private business and industry only in recent years.

Any theories set forth here are a result of studies in public relations, personal studies into community relations and organization, interviews, library research, personal service in the U.S. Navy and an honest desire for an active community relations program for the Navy.

This material does not aim to be scientific; it seeks merely to analyze, describe and examine the role of participation in the Navy's public relations program and which some day, may be more scientifically explored.

Boston, Massachusetts
July 6, 1956

Leonard R. Kojm

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Boston, Massachusetts
July 4, 1960

Timothy R. Vaja

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The author is deeply indebted to his major advisor, Professor Samuel G. Atkinson, whose sage counsel, patient understanding and encouragement have made the completion of this work possible.

Sincere appreciation is felt for the enthusiastic cooperation of the faculty of the School of Public Relations and Communication, whose aid can never be properly acknowledged.

A word of thanks is also extended to the Public Relations department of the General Motors Corporation and General Foods Inc. for use of their material.

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CHAPTER I

THE PROBLEM, PURPOSE, AND DEFINITION OF TERMS USED

I. INTRODUCTION

There is an ever increasing awareness in business and industry that a sound community relations plan is basic to a successful public relations program. "Community relations as practised by business and industry need not be any more mysterious or difficult than is good neighborliness among the individuals and groups of people who make up the citizens of the community. It is good neighborliness by a company."[1]

Individuals acting in the name of the company or a company can be as friendly and as neighborly as anyone. Such company-community relations are not only a very humanly rewarding practice for the executives and workers in a company, but their practice pays off in the best type of good will that a company can carry on its books.

So also is the relationship which exists between a naval command, the personnel attached to that command and the community of vital importance to the Navy.

The principle of neighborliness is of utmost importance to the Navy as will be seen from the following

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There is an ever increasing awareness in business and industry that a sound community relations plan is basic to a successful public relations program. "Community relations as practiced by business and industry need not be any more mysterious or difficult than is good neighborliness among the individuals and groups of people who make up the citizens of the community. It is good neighborliness by a company."[1]

Individuals acting in the name of any company or a company can be as friendly and as helpful as citizens. Such company-community relations are not only a very necessary prerequisite for the executive and workers in a company, but their practice pays off in the best type of good will that a company can carry on its books.

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The principle of neighborliness is of utmost importance to the Navy as will be seen from the following

quotation from the Navy Information Manual:

"....The degree to which public understanding and support will accrue to the Navy is dependent in large measure upon the state of that relationship. It will be favorable if the command accepts and seeks to carry out its responsibility to the community, and if individuals within the command are good neighbors and good citizens."[2]

However, are naval commands or naval personnel good citizens? A good citizen votes, pays his taxes and is active in community affairs. "Naval citizens" pay their taxes, to be sure, and some vote; but isn't there more to citizenship? Where does it leave the individual in the naval service in his understanding and effectiveness as a citizen?

The "naval citizen" is usually frustrated and inadequate in civic affairs. He feels that he does not belong to the community as there is no interaction between himself and the community. He is at the mercy of forces beyond him because he fails to grasp the significance of the need of his participation in community activities.

Naval personnel residing in a community and naval commands must be made aware of their responsibilities as citizens and must share the burdens inherent in community life. They must share the community's successes and failures. This sharing can only be done when participation in

community activities exists.

The Navy Information Manual states, "All naval commands, compatible with military security and the dictates of good taste, will: participate when requested, and actively seek opportunities to participate, as a command, and as individual members of the naval service, in the activities of the community and its civic organizations...."[3]

It is evident that Navy policy stresses the importance of participation in community activities; however, the effectiveness of this policy has never been determined.

II. THE PROBLEM

Statement of the problem. It was the purpose of this study to compare the amount of participation in community activities by naval commands and personnel in two communities where naval establishments are located (1) to show a relationship between non-participation by a naval command and personnel in community affairs and "poor" Navy public relations; (2) to show a relationship between participation by a naval command and personnel in community affairs and "good" Navy public relations; (3) to present community leaders' attitudes with regard to participation in community affairs by naval commands and personnel; and (4) to present a plan to the non-participating command to dispel poor public relations in that community through participation.

III. PURPOSES

It is significant to the public relations of the Navy to discover the effects of participation by naval commands and personnel in community affairs on the Navy's local public relations and as a possible key to overall good public relations.

Such a study may provide the key to overall public relations because the community is one of the few common meeting grounds between the Navy and its publics. "The foundation of all community relations is the employee contact with his neighbors, relatives, and friends."[4] There is no better way of informing the public than by having members of the Navy represented in the membership of community activities and having face-to-face contact with its members. Through these face-to-face contacts the Navy may attain its public information objectives.

Active participation in community activities both by officers and enlisted men, not only makes them more responsible citizens but also adds to the Navy's value in the community.

IV. DEFINITIONS OF TERMS USED

Participation - Funk & Wagnalls New Practical Standard Dictionary defines it as, "To have or enjoy a share in common with others: with a person, in a thing; to have

III. [illegible]

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II. [illegible]

Participation - "Use a reference for [illegible] and Dictionary defines it as, "To have or enjoy a share in common with others; also a person, in a right to have

qualities or characteristics in common." For the purpose of this study it will be, the naval command or personnel attached to that command sharing or enjoying in common with the members of their respective community. This sharing deals with all successes or failures that either may face. It may be in the form of "open-houses," assisting in disaster work, supplying speakers, fund drives or any other community activity that may be in need of "Navy citizen" support, broadly encompassing everything called neighborliness and good-citizenship.

Naval Command - a formal organization of the Naval establishment, such as a naval base, ship, naval squadron and naval hospital. For this study, commands of long duration were considered, i.e., those established prior to 1939.

Community - the geographical area encompassing the cities, towns, villages and rural settlements, and civilian populations residing therein, in which a naval command is located, or within which the members of the Naval installation live, work and play.

Community Relations - all contacts, whether official or private, between the command, individual members of the command and local community.

Community Activities - any function for the betterment of the entire community, including social clubs. Example: Community Chest Drives, Polio Drives, PTA, church, political, service clubs, fraternal lodges, and other fund

qualities or characteristics in common." For the purposes of this study it will be: The moral concern or personal obligation to that communal whereby or meaning in common with the members of their respective community. This showing basis with all successes or failures that either may have. It may be in the form of "open-hearted," revealing in character work, exploring openness, real drives or any other community activity that may be in need of "busy citizen" support, broadly encompassing everything called neighborliness and good-citizenship.

Moral Command - a formal organization of the moral establishment, such as a moral base, duty, moral dynamics and moral hospital. For this study, commands of long duration were considered, i.e., those organizations prior to life.

Community - the geographical area encompassing the cities, towns, villages and rural settlements, and station populations residing thereon, in which a moral command is located, or within which the members of the moral immediation live, work and play.

Community Institutions - all centers, whether official or private, between the command, individual members of the command and local community.

Community Activities - any function for the betterment of the entire community, including moral ends.

Example: Community Chest Drives, Police Duties, etc., church, political, service clubs, fraternal lodges, and other local

drives and organizations acceptable by the community.

Participating community - where the naval command or personnel are active in more than three of the community activities mentioned above.

Non-participating community - where the naval command or personnel are active in two or less of the community activities mentioned above.

Public relations - includes all contacts with the public, the effect of those contacts on the Navy, the evaluation of public opinion, the consideration of that opinion in formulating and administering Navy policies, and public information activity which includes the dissemination of information to the public and the use of other techniques used to promote public understanding, good will, and high morale.

Good public relations - favorable to the Navy.

Poor public relations - unfavorable to the Navy.

Naval citizen - the naval command or personnel attached to the command, and dependents.

CHAPTER II

COMMUNITY PARTICIPATION: THE GREAT NEED

I. TO SAFEGUARD DEMOCRACY

American democracy, the way of life that built a nation, gave to men a tradition of freedom, and conditioned the thinking of generations - today stands on trial. No longer can it remain taken for granted. No longer can it be considered secure. Instead, it struggles for survival.

This, then, is the question: Can the principal of a democratic society with its tradition of freedom succeed in a modern world?

The answer to that question will depend upon the action of people within their communities. "For without thought, action and participation by the people in their own community life no democratic life can long exist."[1] No organization or association, private or public, political or academic, can make the processes of democracy a working method in human society. Democracy is a social force brought about only by the people in their communities. It cannot function through actions that are devised or imposed from above. Yet this has become the method of the age in which we live.

Ours is an age of unrestrained technology, of achievement which has brought material success in a spectacular degree. Our successes have exceeded the wildest imaginations of our country's founders.

It is the age in which we have mastered the principles of mathematics, of physics, of chemistry and of electronics. These principles have been written in books, and schools have been built in which we can teach them to our children so they can learn what we have been told are the necessary tools of living. With these tools machines have been made that have brought riches to mankind, made living easier, and housework simpler. By those means we have released ourselves from the drudgery of backbreaking labor.

From it all we have built an economic system which has produced millions of jobs and added more things to make life easier. A vast system of credit has been developed which makes it possible to enjoy next year's income this year. Our legal and governmental system has developed into a very complicated structure. Thus we have progressed to what is called modern civilization. In this race for progress our schools and universities have been transferred into great mills where graduates are mass produced, where subjects have become so specialized that a student can devote a lifetime to becoming an expert in the most minute

particle of human knowledge.

With these tools of knowledge and technology we have succeeded in remaking the social and cultural fabric of America and a good part of the world.

But in all this process we in America have made a grave mistake. Our technology, our knowledge and material goods have become the ends in our lives instead of the means by which to create something more important.

During the thirties, man with his technology, had converted the farmland of the plains into a "dust bowl." Homes were abandoned, stores boarded over, villages and streets deserted. Where once towns had thrived there stood desolation. Technology was not used by man for human values.

Here were the human consequences of man's failure to control and adjust the technological creation which he had made. This is only a part of the story we have lost. The story of two world wars and the Korean War is a story of what we have lost. The threat of a new war which may eliminate millions from the face of the earth and crush all democratic processes in one last gesture, the vast story of human loss from our age of technological society continues to unfold.

We have built the most expensive system of formal education in all history. We are turning out more degrees than at any time within history. Our libraries are bulging

with recorded knowledge. Yet with all our accumulated knowledge, people are growing more frustrated, problems of society multiply, and the condition of the world grows worse.

This age we live in, is snapping at the muscles of American democracy. This age has developed from a technology that has shaped a new kind of society, a society in which democracy cannot live unless there is developed a modern community setting which will permit it to function.

There was a time in America when democracy operated in an atmostphere of town meetings, small communities and face-to-face relationships. Social science was in the act of living in the community. Cooperation, civic responsibility, community pride, participation in community activities, and citizenship did not have to be taught. They were a part of life. It was a warm, intimately human and personal life.

When there was a local problem to be solved the people knew that unless they got busy and solved it for themselves it would not be solved. Instinctively they knew that if the job was to be done they must do it together. Families and groups of families worked together to provide what they needed. The principles of work, civic responsibility, initiative were the natural products of a rich community life. It was a most fertile environment for democratic processes. It was a natural breeding ground

for such qualities as leadership, civic integrity and participation. It was in such an atmosphere of community life that the American idea was born and in which it grew to become a land of freedom.

But with advanced mechanization, community life began to decay. The small town began to vanish. Sprawling cities grew up with very little community life. Neighborhood life, the environment which had nurtured initiative, civic and social responsibility began to grow ineffective. The control men once had over their lives gradually gave way to control by giant organizations and by an impersonal society.

Slowly but steadily the new technology has gnawed into the foundations of community life. It has taken away the very strength of neighborhood society until men and women by the millions have lost their motivation for community responsibility. The attitude of "what's-the-use-anyway" spread across the country. Many have lost confidence in their abilities. The majority of citizens have become bystanders in public affairs, and in all parts of this great country of ours men and women have assumed the attitude of depending on someone else.

The legislative process is largely manipulated by a system of specialized pressure groups seeking legislative favors, while the voice of the individual is smothered more

and more by strategy planned by "grand masters" in distant places. Community action of the people has changed largely to a kind of action determined by national organizations, and large trade and professional organizations. It can be said that today millions of Americans can no longer have a genuine say in the affairs of their own destiny.

Millions of Americans merely exist from payday to payday in individual social shells. The spirit of participation in community activities has almost vanished. Millions of people live side by side without speaking to each other, without caring what happens to the family across the street. Juvenile delinquency, crime, broken homes, frustration, anxiety a fear that men cannot name has grown to tremendous proportions. It has been estimated that one out of twelve Americans will spend some time in a mental institution.

The community in which democratic processes existed and human values appreciated has almost disappeared. The democratic life with the right of self expression is on the decline.

Democracy in the American tradition is a basic process, a method of communicating, of exchanging thoughts, ideas, joys, sorrows and human feelings on the community level. It is freedom to live, choose, to be responsible. Democracy in this country can only function if it functions

in the individual communities of which this country is made. And to function in each community it must have the participation of the many individuals in community activities. We must have this participation to rebuild the crumbling democratic life we have at present. Richard W. Poston, world known expert on community development, says:

> No single factor is more important to the future of America and to the world at large than is the local community. From it come our ideals, our integrity, our moral strength, our leadership; and these qualities will be no stronger in the American people than are the communities in which we live. For it is the community and the environment found in it that will largely make us what we are. If our communities are strong, America will be strong. If they are weak, America will be weak.
>
> This is the critical problem.
>
> Its solution will not be easy. To reverse the spiral of democratic decay we must first recreate a social environment which is conducive to human values and democratic vitality. This means that the community must regain its organic integrity, its wholeness, its self-expression, and to an important degree its self-control. It means, in short, that community life must be redeveloped. This redevelopment to achieve its wholeness can come about only if citizens participate and take genuine interest in community activities. For without wholeness and completeness of community life there can be no democratic society.[2]

In the trend toward industrialization and specialization America has fallen into the habit of breaking up the community into a vast collection of carefully arranged compartments, each separated from the other. One is labelled business, another religion, another recreation,

another government and many more. The breakdown of the community is almost endless. Each of these divisions has become a separate world in which there are further subdivisions. There are also occupational, organizational and special interest groupings.

It is the bringing together of all these groups, functions and divisions into one integrated whole in a community that must be accomplished if American democratic society is to survive in the modern world. This can be done only if people of all interests and groups work together inside the community itself. It is the only place it can be done and only if the citizens are impressed with the importance of taking a more active part in community activities.

By making use of all the resources we have, to bring together, to integrate, to strengthen all phases of community life, we can create an environment in which it will be natural for people of all interests, groups and beliefs to communicate with one another. When this is done in local communities throughout all America, then again America may have the environment in which democracy can function. Civic responsibility and leadership may once more become the very products of such an environment. "Through active participation in community activities men and women may once more exercise a genuine say in their own destiny."[3]

II. FOR CITIZENSHIP

Democracy cannot be expected to survive if each citizen does not do his part toward its preservation and progress. R. S. Lynd states: "A large culture which does not discover a way for structuring rank and file participation in, and responsibility for authority in some more active and inclusive way than our pallid American reliance upon the political ballot, invites the loss of even that important check on authority."[4]

Today, in every facet of our lives, the demands for effective citizenship by individuals and groups has multiplied tremendously. Effective citizenship requires a new role, new thinking in community leadership, all stemming from the old democratic ideals, so well known in the history of our country. This effective citizenship calls for wider participation in community activities. It means giving to as many individuals as possible a first hand acquaintanceship in the day-to-day functioning of community through actual, meaningful participation in its activities. This knowledge cannot come from books or classrooms; it must come from the actual living community.

Since persons seldom participate individually in a community, participation by groups must be stressed. "The group is the lowest common denominator of society."[5] It is through the group medium that democracy usually functions

and it is usually through a group that the individual makes himself felt. It is through the group structure that the individual becomes integrated with the community.

Therefore effective citizenship must emphasize the group approach. In the first part greater participation by individuals has been advocated, however this participation by individuals was implied to be the most effective participation whether it is an individual or participation in a group. In today's age of high specialization and organization an individual usually can make himself heard only if he influences others and wins the support of other groups to his point of view. The individual usually is lost if he speaks alone. The community structure usually provides groups through which the individual can be heard. It is well to keep in mind, that participation in group activity should be directed toward community goals.

To be effective, participation must be related, bringing the individual citizen into relations with democratic processes. This also means that participation must be made meaningful to the individual by relating it to past experience, to his present endeavors and showing how this relates to the democratic processes. It is a constant interpretation of what he is doing, its importance, its relation to other individuals in the community, and to the functioning of the community. Persons will be better citizens, doing more community-wise if they see the

importance of their participation and its relation to the needs and operation of the entire community.

Participation must be that of giving of oneself, it must contribute something besides money. Although the giving of money is very essential, and its utility needs no explanation, but giving of oneself also means giving personal time, effort, skills and leadership. What Lundborg says about service clubs certainly is true for all persons participating in any kind of community activity. "No one should join a service club without serious intention of attending and participating fully. And again, the service club or group is like the community itself; those who are in it, enjoying what it has to offer, are expected to put something back into it and to do their share of the labor necessary to make it function."[6]

Too many people think of contribution only in terms of money and it must not be limited to that alone. For citizens to contribute money to the Community Chest, or Polio drives is not enough. Citizens must be re-educated in the meaning of the word contribution so it will mean giving of oneself and not only money. Too many communities are stagnant, unprogressive, lacking active citizens and leaders to help a community adjust and progress, they also have citizens who demand rights with no sense of responsibility, this is because the citizens have failed to see the responsibility of giving of oneself for community betterment.

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"Our faith in the democratic process increases as active participation increases; only through actual sharing with others through group experience toward worthwhile goals, can an individual learn first-hand what democracy is and how it operates."[7]

The local level provides the maximum opportunity for the broadest possible participation. Therefore participation should be encouraged at the local community level.

It is not necessary to point out in detail that as a community has more effective citizens who are capable of solving their own community problems at the local level, the need for strong state and national governmental programs diminishes. President Eisenhower on the subject of centralization of governmental powers said: "the abdication of individual responsibility is inevitably followed by further concentration of power in the state."[8]

In this day of "large" governments, as citizens we must remember that we are responsible for the direction of our country's actions. We - the citizens - are responsible and we - the citizens - are to blame for the government's acts. Citizens must remember that good citizenship is not negative, nor is it passive. It is active, aggressive, constructive - a full time job for all of us.

Good citizenship implies an effective participation in all community activities required for the preservation of democracy not only for our own good, but also for the good of the world at large.

III. FOR THE NAVAL CITIZEN

In the Navy community relations program emphasis is placed on the command accepting and carrying out its responsibility to the community, and also upon the command and the individuals within the respective command to be good citizens and good neighbors in the community.

WHY THE COMMAND SHOULD PARTICIPATE

The general concept of community relations held by the Navy is in no way different from the concept of community relations adopted by business and industry today. In fact it is wise to compare the Navy, a giant, electro-mechanical industrial complex, to civilian industry because essentially they are both operated in a similar manner, by people, for people, but their goals are supplementary to each other. Because of their similarity, each learns from the other. On many occasions the Navy has been compared to large companies such as the General Motors Corporation or the American Telephone and Telegraph Company. The similarity is too obvious to be described here; however, mention should be made here that all are large decentralized organizations.

What Mr. Paul W. Garrett, vice-president and director of public relations, General Motors Corporation, has to say about the responsibility of business to its community is

III. THE NEW GOOD CITIZEN

In the new community relations program emphasis is placed on the command <u>responsible</u> and <u>participating</u> role of individuals within the respective command to be good citizens and good neighbors in the community.

WHAT THE COMPANY SHOULD REMEMBER

The general concept of community relations held by the Navy is in no way different from the concept of community relations adopted by business and industry today. In fact it is wise to compare the Navy's plant, electro-mechanical industrial complex, to civilian industry because essentially they are both operated in a related manner, by people, for people. But these people are responsible to many others. Because of their similarity, much learned from the civilian on many occasions the Navy has been accepted in large companies such as the General Motors Corporation or the American Telephone and Telegraph Company. The similarity is too obvious to be disputed here however, mention should be made here that all are large decentralized organizations.

What for, Good o. Conway, vice-president and director of public relations, General Motors Corporation, has to say about the responsibility of business to its community is

highly applicable to the naval command and its responsibility to its community, as follows:

> Industry as a partaker of community benefits must consciously assume its share of responsibilities. Local management must make sure that it understands the community's wants and needs, and that in turn the community is made to understand what industry proposes to do and how. The interests of industry and the community are mutual and supplementary; industry contributes to the economic atmosphere - the community determines the moral, cultural and civic atmosphere in which the employees live. Unless industry has confidence in the community and the community has confidence in industry, how can the interests of either be fully served?[9]

When the question of business cooperating with the community is put to the public, the reaction is in favor of industry taking part in community activities. The Public Opinion Index for Industry, Opinion Research Corporation, in its study, "How to Get Along in the Plant Community," reports on surveys of plant-community relations of 48 companies - eight in each of six diversified industrial communities. The following question was asked in each community:

> Some people say that when a company furnishes jobs and pays good wages, it has done all it should for the community. Do you think companies should go beyond this and help the community in other ways?

The response was:

Yes	70 per cent
No	14 1/2 per cent
No opinion	15 per cent[10]

It is obvious what the community expects of its

highly applicable to the naval operation and its responsibility to its community, as follows:

> Industry as a partner of community benefits must constantly assess its share of responsibilities. Local management must make sure that understands the community's needs and wishes, and that in turn the community is made to understand what industry proposes to do and how. The interests of industry and the community are mutual and supplementary; industry contributes to the economic stability - the community safeguards the cultural and civic advantages in which the employees live. Unless industry has confidence in the community and the community has confidence in industry, how can the interests of either be fully served?

When the question of business cooperating with the community is put to the public, the reaction is in favor of industry taking part in community activities. The Public Opinion Index for Industry, Opinion Research Corporation, in its study, "Ties to Our Plant Community," reports on surveys of plant-community relations of 40 companies - eight in each of six diversified industries. The following question was asked in each community:

> Some people say that when a company provides jobs and pays good wages, it has done all it should for the community. Do you think companies should go beyond that and help the community in other ways?

The response was:

Yes	70 per cent
No	11 per cent
No opinion	19 per cent

It is obvious what the community expects of its

corporate neighbor and it would be unwise to think that the community does not expect the same of its Navy neighbor. When a corresponding question was presented as a part of this study to opinion leaders of two communities in reference to the naval command located in their respective community, a similar answer was received.[11]

In reply to why they expected the naval command to assume civic responsibilities, many answered that since the naval installation is exempt from taxation by the local community it is only proper that the naval command repay the community in other than pecuniary means for services rendered by the community. They stated further that the naval command and its personnel must satisfy basic needs, which are similar to those of individual citizens. Welfare of the command and of its personnel is directly affected by the community services of water supply, sanitation, fire protection, police, transportation and education.[12]

When questioned about what are some of the civic responsibilities of a naval command, they replied: (1) participating in community activities, (2) social and charitable assistance, (3) service to youth, (4) community improvement and promotion, (5) informing the community of its activities within the limits of military security, (6) cooperating with city officials, (7) gifts to the community, (8) aiding community recreation, (9) cooperating with schools,

(10) neighborly acts, and (11) help in time of distress.[13]

A naval command, like an individual, has an obligation to serve the community in which it is located if it expects to derive the maximum benefits of community life. Too many persons in the Navy forget that they have an obligation to contribute to the survival, security, and well being of the community and to repay the labor, skill, and services which have been taken out of the locality for the operation of the naval command.

The naval establishment is a social institution which should be operated for the benefit of the communities in which naval commands are located as well as in the interest of the nation's taxpayers, naval personnel and the Navy. Therefore, the naval command must exercise its civic responsibility in order to promote good community relations for the Navy.

The principal advantages of good community relations from the standpoint of the naval command are: (1) an assured labor supply, (2) better community life and improved morale of its personnel, (3) better community services to the naval command and its personnel, (4) a defense against discriminating local sentiment or legislation, (5) favorable local identity, and (6) preventing of misunderstandings about the Navy or the naval command by presenting knowledge of its operation to the public.[14]

An assured labor supply is an important factor in the operation of the naval establishment. The Navy's ability to attract desirable new employees for its civilian work force depends on the reputation which it enjoys in its community as "a good place to work"; also the Navy's ability to attract personnel to fill its military ranks is also largely dependent on the reputation it enjoys in the community as "a good service to be in."

Better living conditions in a community mean higher morale of the naval personnel and an increased reenlistment rate. "Industry has found out through various studies that people who live in attractive surroundings, who can send their children to good schools, who enjoy facilities for recreation, who are accessible to good churches, who can live in modern housing, and who have rapid transportation are usually happy, co-operative, and productive workers."[15] The same can be expected of naval personnel living in a community where better living conditions exist.

Efficient operation of a naval command is dependent largely upon reliable community services. The quality of local utility services has a direct bearing on the cost of operating the command, health of personnel and their dependents, cost of insurance of personnel, the turnover of civilian labor and naval personnel at the command, absenteeism of the civilian employees, as well as the

physical safety of the command and the property of the naval personnel residing in the community. By accepting and fulfilling its civic responsibilities it can promote better fire protection, improved health service, better police protection and overall better living conditions for itself and its personnel.

Naval commands are frequently subjected to discriminating local community regulations and public sentiment. In fact many times the naval command's very existence is in jeopardy because of unfavorable public sentiment. The best defense against such acts on the part of the community is well-informed community opinion. By the command being a good neighbor its job to mold favorable public opinion in the community becomes a very simple one.

Good community relations by a command secures local acceptance of the Navy in that it allays public mistrust of management from higher command (Washington), similar to the mistrust caused by absentee ownership in industry. The community public is led to feel that the local command plays an important part in community life and it is not merely a group of itinerants passing through and contributing nothing to the well-being of their community.

An important objective of every good community relations program should be to inform local citizens about the naval command. The local public should be told how a

command operates - what it does to contribute to the security of the nation, how many people it employs, the amount of its military and civilian payroll, what it spends locally, what its problems are, how it regards its community responsibilities, and what it contributes to the social and economic life of the community. By keeping the community informed of its activities the command alleviates the chance of a misunderstanding arising between the command and the community. Marriage counselors state that good communications establishes a bond between two people, that often nothing can shake, so it is also in community relations when a naval command has good communications with the community.

In retrospect one can readily note that the underlying force behind an effective community relations programs is participation in the activities of the community. Participation is certainly the basic ingredient in accepting and fulfilling the command's civic responsibilities as it is necessary for the naval command to get into the "thick of it," to be able to offer its knowledge and facilities to the community. In fact one can say participation by the command and the civic responsibility of a command are synonymous.

WHY INDIVIDUALS IN THE NAVY SHOULD PARTICIPATE

Participation in community activities is one of the soundest investments a naval command or its personnel can

make for the Navy. It is an investment that pays long-term dividends in public good will. Although good will cannot be measured by definable statistical means, once attained its presence and value is obvious everywhere in the community.

The foundation of all community relations is the contact the naval personnel and the civilian employees in a naval command have with the community, its neighbors, friends or relatives. "The impact of the face-to-face, word-of-mouth public relations is greater than the combined effect of all our other efforts. Even with our modern methods of communication, there is still nothing quite as effective as word-of-mouth public relations," says Charles E. Carll, director of public relations, Ford Motor Company.[16] It is what employees say to their neighbors across the back fence, what a salesman tells customers, what a buyer remarks to suppliers that create impressions which influence public thinking about a company.[17]

In a recent study by Public Opinion Survey, Inc. to determine the attitudes of civilian adults toward the military service generally as a career and the sources from which such attitudes are derived, it was found that more than seven out of every ten civilian adults say the most important source of information in forming their opinions about the armed forces is either people who are in the service, who have been in the service or their own personal

experience in the service -- a total of 72 per cent. Newspapers were next important in forming their opinions by 12 per cent, television by 4 per cent, magazines by 3 per cent, radio by 2 per cont, and motion pictures by 2 per cent. Nearly seven out of ten (69 per cent) said that they heard favorable remarks from people (72 per cent mentioned above) about the military service career.[18]

It has been shown that the role of the word-of-mouth, face-to-face contact is predominant in forming favorable opinions toward the military services. Because of its importance as a maker of favorable public opinion, face-to-face contacts through participation in community activities by naval personnel are advocated throughout this study for this reason and other reasons which will become evident subsequently.

Good citizenship which is desired by the Navy of its personnel, calls for active participation in community affairs. But many of the personnel in the Navy have never participated in any community activity and perhaps come from homes where apathy toward participation existed. W. A. Anderson in a treatise entitled "Family Social Participation and Social Self-Ratings" studied the relationship between self-estimated social position and group participation, in it he concludes that "the social participation of an individual closely relates with participation by other

members of his family." He further explains that if the individual's parents participated in community activitées it is good indication that he also will participate.[19]

Noting Anderson's conclusion one obtains one reason why citizen apathy is so prevalent in this modern technological age. To overcome this cause of apathy, participation must be started by persons in the local community. These persons would then form a catalyst for more participation which in time would pass on to the naval personnel's progeny, theoretically creating an active citizenry. Although the number of naval personnel is small in comparison to the overall number in the country it is felt that any addition to participation by some citizens will create more participation in other citizens. The Navy by encouraging participation by its personnel, thus fostering its community relations' objectives of good citizenship and neighborliness, would be doing the nation as well as the community a great service by helping to revive the active citizen of the past, so extolled by the author in the previous chapter. Not only would the Navy gain, by this revival, good community relations, but also good internal relations and a more proficient operating force. Because if naval personnel cannot be induced to take part in local activities, civic and social, and made to think intelligently about answers to local problems, it will be no wonder that they do not participate

effectively or intelligently in naval matters.

It has been disclosed in a study about apathy of citizens toward civic responsibilities that, "participation in clubs does not preclude people from taking part in other activities, rather it stimulates the individual to more accomplishments."[20] With this in mind the Navy could expect greater accomplishments from its personnel in the community and at their respective duties for the Navy.

FOR PERSONAL HAPPINESS

Elton Mayo states "that individual personality equilibrium is dependent in part upon primary group - the formal or informal association of individuals in face-to-face contact - membership and the structure of the primary group.[21] The idea that participation in community activities and membership in a civic or social group may be positively related to mental health, adjustment, feelings of security and result in the reduction of some forms of anxiety stems from several sources.

One approach centers upon the group as an agency through which the individual member obtains and appraises information about his environment. This approach holds that mental health and adjustment require that an individual have a realistic perception of the attitudes, beliefs and behaviors that are appropriate for him in his situation.

One aspect of this view is stated by Festinger[22] who differentiates between the attitude (belief, opinion) which may be proven on the basis of direct experience with physical reality, and the attitude which can be validated primarily in terms of consensus within some social group relevant to the person. Thus the person is dependent upon membership in, or at least reference to social groups for testing of the validity of different attitudes.[23]

The significance of this consensual validation has been stated by many people particularly to the process of socialization and the consequences in terms of mental health. In the absence of adequate interpersonal relations, primarily in social groups, which permit consensual validation of one's own attitudes and opinions, there is likely to develop "parataxic distortion" - inappropriate or fantastic transfer of attitudes acquired previously to the present situation - with resulting inappropriateness of behavior and rejection by others which results in anxiety.[24]

A second approach to the problem of group membership and mental health holds that the group itself creates some aspects of reality which are relevant to the individual, and furthermore that the group may control some aspects of physical and social reality which are of importance to the individual. Rewards and deprivations may be contingent upon membership and participation in particular social

groups; social approval may be extended or withheld. To the extent that deprivation may induce anxiety, and satisfaction allay anxiety, group membership may thus be related to mental health.

A third approach to the relationship between group membership and mental health concerns the postulated need for affiliation, derived from early experiences in primary groups - particularly the family. R. E. Faris in Social Psychology, gives this view on the status of a basic fact in social behavior:

> Because society and social groups of various kinds provide the instrument by means of which so many important wishes are gratified, an interest in sociability--in being a member of groups, of conforming to group expectations so that a welcome in organized social life is always assured--tends to become one of the motives of the normal person... persons acquire a general desire for primary group life itself, without explicit calculations of the particular satisfactions that membership brings.[25]

Such a need demands expression through group membership, and implies that the absence or inadequacy of such expression will be adversely reflected in the emotional life of the person.

A fourth and final approach to the problem of group membership and mental health assumes that the social group may be an instrument through which the individual member may achieve added control over or defense against his environment. By becoming an accepted member of such a group the individual extends his own power and is less

subject to anxiety arising from threat outside the group. The point is apparent and a common experience; the union member may be less anxious about possible lay-off; the squad member in the front lines is reassured by the knowledge that his buddies will risk their lives to save his; the fraternal lodge member is reassured that his family's distress in the event of death will be alleviated by his brothers.

To summarize the four approaches named above: there are at least four lines of argument which lead to the proposition that membership in social groups is intimately linked in some manner with the mental health and adjustment to the individual. These arguments hold that the group provides an anchorage in reality, that the group as such can offer satisfying rewards, that membership itself satisfies a basic need for affiliation, and that the group can provide a means for control over the individuals' hostile environment and a defense against it.

These aforementioned sociological findings are added reasons why participation in community activities, civic and social, are also important to naval personnel and their dependents. However, it does not mean that personnel who do not participate in community civic or social groups are in need of psychiatric treatment. Often times hatred toward the Navy as a career has been expressed

by wives of naval personnel because of being unable to satisfy their urge to be a member of a group.

This was brought to the author's attention when doing investigative work for a choice of thesis topic in December, 1955. A study of the effect Navy wives and dependents make on community relations was contemplated, but it proved itself to be unmanageable. In the investigative work for this contemplated thesis this question was asked of ten wives of naval personnel:

> Why do you think a career in the military service does not provide adequate home life?

The response was:

Husband away from home and family too much	9 persons
Unable to adjust to community because community looks at us as transients	6 persons
Feel community does not like our presence, not acceptable	7 persons
Financial hardships involved	7 persons
No opinion	1 person

In the answer above it is significant to note that wives attach so much importance to association with the community. In reply to the above question one of the wives said, "If I could be an active member of the community, taking part in some of its activities, it wouldn't be so bad when my husband goes to sea." Another wife said, "Navy life isn't bad, but it could be much better if we could get to feel like members of the community."

The need for participation in the community becomes very important here especially when it may affect the attitude that the serviceman may have toward remaining in the service. This attitude change many times is brought about by the man's wife and is worthy of further investigation because of the very character and role of a wife in today's Navy.

There is a great need for more and better leaders in the community - men and women who can make group activity a satisfying experience. Leadership is needed not only at the top of an organization but down into committees so that every member can feel a functioning part of an organization. Not only is the ability to turn apathy into enthusiasm needed, but there is also need for executive ability - the ability to formulate policies, plan and organize the activities of others, delegate responsibility and get things done. Here is where the Navy can supply people with such qualifications and be of great service to the community by encouraging participation by its personnel. Leaders with such qualifications are very scarce in today's society, but are available in business, industry and the Navy. It is only natural that the community should turn to industry, or a naval command where present, to supply these much needed individuals, as industry or the Navy are a marvelous source of leadership. "Taxes we pay are not enough payment

for the right to do business in a community...industry must also make its leaders, its facilities and funds available to the community...as industry expands into a new dimension, that of being a good neighbor."[26] Industry and some naval commands are already aware of this responsibility to the community but wide encouragement by the Navy to fill this need, would certainly improve community relations.

TO ATTAIN ITS PUBLIC INFORMATION OBJECTIVES

In order to clarify the role of participation and provide guidance to all Navy public information officers, the Secretary of the Navy promulgated an official Instruction of July 22, 1954, which stated that "to maintain that essential support of the American people the Navy is obligated to inform the public and the naval service concerning (a) The Navy as an instrument of national policy and security, (b) the activities of the Navy as compatible with military security, and (c) the responsibilities and participation of naval personnel as United States citizens under the American concept of government and society."[27]

An order to all ships and stations dated July 26, 1954, amplifies the above and defines the Navy's current public information objectives as the following:

> a. Public understanding of the continuing importance of seapower as an instrument of prosperity, as a manifestation of national strength coupled with good will, as a deterrent to war, and as an essential element of national strength in time of war.

b. Public appreciation of the Navy's role today, to include the spreading of good will, training in good citizenship, giving tangible evidence of national overseas interests and strength, support of sister services, support of allies, participation in continental air defense, deterrent to war, and mobile and flexible readiness to defend the country. With respect to its purely military responsibilities, it must be prepared for offensive and defensive operations in support of its assigned mission in the air, on the surface of the seas, and underneath the seas, and, together with the Marine Corps, and elements of the sister services, ready to project military power overseas.

b. Public appreciation of the Navy's future role, to include significant participation in the development of technological advances of all sorts, a continuing responsibility for the control of the seas, readiness to employ the most modern developments in the discharge of its functions of the roles and missions, the continuation of its peacetime functions employing every appropriate new invention, assisting in defending the continental U.S. against attack, controlling the sea lanes, cooperating with our allies and sister services, and in the event of hostilities, destroying hostile seapower.

d. Encouragement for career service, including education of the public and of naval personnel concerning all the obstacles which must be overcome, the progress which is made, and the obstacles which still remain.

e. A vigorous Naval Reserve founded on public understanding of the requirements, and a program of information and education for personnel of the Regular and Reserve components.

f. Public awareness of the need for a modernized fleet, to include the necessity for new combatant ships, aircraft, and auxiliaries, modernization of existing equipment, research and development of weapons and modernization of repair facilities.

g. Public awareness of growing Soviet naval strength, to include emphasis on the Soviet position as the world's second largest naval power and the Soviet's expanding construction program of modern balanced naval strength on, under, and above the sea.[28]

b. Public appreciation of the Navy's role [illegible]
to include the spreading of good will, resulting in
good citizenship, giving tangible evidence of
material overseas interests and strength, support of
state services, support at allies, participation in
continental air defense, deterrent to war, and media
and flexible readiness to defend the country. With
respect to its purely military responsibilities, it
must be prepared for effective war measure operations
tions in support of the assigned missions in the air,
on the surface of the seas, and underneath the seas,
and, together with the Marine Corps, and elements of
the allied services, ready to employ military power
overseas.

b. Public appreciation of the Navy's role, to
include significant participation in the development
of technological advances of all sorts, a continuing
responsibility for the control of the seas, readiness
to employ the most modern developments in the dis-
charge of its functions of the prime sea missions,
the continuation of its peacetime functions employing
every appropriate new innovation, sustaining an aggres-
sive the continental U.S. against possible, assaulting
the sea lanes, cooperating with our allies and their
services, and in the event of hostilities, defeating
hostile weapons.

d. [illegible] for control purposes, including
adoption of the public use of naval personnel upon
leaving all the obligations would not be expended,
the reserves would, in peace, not the reserves would
still remain.

e. A planning level [illegible] (Navy to public
[illegible] of the objectives, and a program of
information and education for personnel of the
Navy, and Marine Corps concerned.

f. Public acceptance of the need for a [illegible]
force, to include the necessity for new carriers,
ships, aircraft, and facilities, modernization of
existing equipment, research and development of
weapons and determination of reserve facilities.

g. Public acceptance of overall fiscal and
[illegible] to include adequate or the Navy position
as the world's recognized leader, under the
Navy's essential contributions [illegible] of modern
balanced naval strength [illegible] and above the sea,

The above objectives, then, constitute the things which the Navy hopes to achieve through informing the public. Such a list would constitute an impressive list of accomplishments for an information agency with unlimited funds and personnel.

However, Congress has limited the public information activities of Executive agencies both by prescribing the amount which could be spent for that purpose, and by strictly defining the channels through which these amounts could be spent. "In general, the public information activities of the Navy involve the preparation and dissemination of information and material to the press and other media of mass communications...and in answer to correspondence from the general public."[29]

It is seen from the above that no mention of "publicity" activities is mentioned. This situation is heightened by severe restrictions as to the amount of money that can be spent. For example, the amount of money allotted to all military services for public information activities in the 1955 fiscal year was only $3,500,000.00.[30] One million dollars was the sum allotted to pay for the entire public information program of the Navy and Marine Corps. When this figure is broken down into amounts for individual units, some offices which are responsible for major activities and large geographical areas receive

minute allotments, considering the work they are designed to do.

With the above situation in mind, if one grants the desirability of public information activities, it is obvious that the Congressional limitations will be disobeyed or circumvented, or emphasis of the public information program must be placed on activities which are not circumscribed by Congress. The latter seems to be not only the more honorable course to follow, but also seems as the more practical approach, as far as the Navy is concerned. Faced with extremely limited funds, and with heated competition with civilian public relations men, governmental agencies, and the other branches of the Armed Services for consideration in the mass media, it seems that directing the major effort of Navy public information into such competitive and comparatively unrewarding fields is inefficient.

Navy public information work is not primarily a propaganda enterprise, that is to say, it has little promotional aspect. Some of the principles of propaganda usage can, however, be applied to purely informational activity. In this connection one promising field for Navy public information appears to be in the employment of naval personnel participating in community activities. In their face-to-face, word-of-mouth public relations previously

described they can help the Navy tell its story to the entire American public via the local community in which the naval personnel interact. I believe that no better way of informing the public can be established, than by having well-informed members of the Navy represented in the membership of the civilian group structure of the general public.

TO ATTAIN HIGHER MORALE

It has been shown earlier that participation in community activities by a naval command and naval personnel promotes understanding between the Navy and the community. And that by working with the community for better living conditions and achieving them fosters higher morale in the serviceman. Higher morale certainly reflects itself in an increase in the re-enlistment rate and a decrease in the number of resignations by officers.

In this day of dwindling re-enlistments encouraging participation by naval personnel and making it easier for the "naval citizen" to participate in community activities the Navy could possibly increase its re-enlistment rates among married servicemen. As shown by the non-scientific survey of the Navy wives, much of their dislike toward the Navy as a career for their respective husbands' comes from lack of community life, their thinking of non-acceptance by the community and the inability to identify themselves with the community.[31]

This barrier can be easily stormed through interaction with the community, brought about by participation in community activities. Having attained this union with the community it is possible that the morale of the serviceman's family has been increased, thus increasing the serviceman's morale. High morale usually correlates with high re-enlistment rate.

Although other factors, such as financial, enter into reasons for a decreasing re-enlistment rate, participation in the community is only mentioned here, because it is felt that only participation can stem the tide of separations from the service with a minimum of cost to the Government.

CHAPTER III

THE STUDY

The objective of this study was to ascertain whether participation in community activities by a naval command or by the personnel attached to that command enhance the public relations of the U.S. Navy. Also, to determine whether participation in civic or social by a naval command or by naval personnel is welcomed by a community.

To gain the objectives to this study it was decided to conduct an opinion-attitude survey of the opinion-leaders in two communities in which naval commands are located. This was done to determine the attitude of the community in terms of civic responsibility and neighborliness by the naval command located in their respective community, and also to determine the attitudes of the opinion-leaders regarding participation by the naval command or by naval personnel, assigned to the command, in community activities.

Of the two communities selected for this study one was in which the naval command or personnel attached to that command participated in community activities; while the other was a community in which the naval command or personnel attached to that command did not participate in community activities. For the purpose of this study the

CHAPTER III

THE STUDY

The objective of this study was to ascertain whether participation in community activities by a rural resident or by the personnel attached to that community influence the public relations of the U.S. Navy. Also, to determine whether participation in civic or social by a naval command or by naval personnel is welcomed by a community.

To gain the objectives to this study it was decided to conduct an opinion-attitude survey of the relationships in the communities in which naval commands are located. This was done to determine the attitude of the community in terms of civic responsibility and participation by the naval command located in that respective community, and also to determine the attitudes of the opinion-leaders regarding participation by the naval command or by naval personnel, analyzed in the command, in community activities.

If the two communities selected for this study one was in which the naval command or personnel attached to that command participated in community activities, while the other was a community in which the naval command or personnel attached to that command did not participate in community activities. For the purpose of this study the

communities will be referred to as participating and non-participating respectively.

I. SELECTION OF COMMUNITIES

To determine whether a community was participating or non-participating the following sources in each community were explored:

1. The public information office at each naval command was questioned, to get the command's opinion of the amount of participation by the comand or its personnel.

2. The local newspaper, generally to determine the status of press relations with the command; and specifically the special events (social) editor was questioned on the community activities engaged in by naval personnel.

3. Local church leaders, were questioned about church attendance by naval personnel.

4. School authorities, to determine the interest naval personnel have in the schools of the community, also to determine their activity in the P.T.A. movement.

5. Civic leaders, to determine the amount of participation by the command or naval personnel in community civic activities.

The above sources were explored in six communities before the two communities desired for this study were found. All communities explored were within 100 miles of Boston;

communities will be referred to as participating and non-participating respectively.

I. TYPOLOGY OF COMMUNITIES

To determine whether a community was participating or non-participating the following sources in each community were explored:

1. The public information office at each naval command was questioned, to get the command's opinion of the amount of participation by the command or its personnel.

2. The local newspaper, generally to determine the status of press relations with the command; and specifically the special events (social) editor was questioned on the community activities engaged in by naval personnel.

3. Local chamber leaders, were questioned about chamber attendance by naval personnel.

4. Naval authorities, to determine the interest naval personnel have in the schools of the community, also to determine their activity in the P.T.A. movement.

5. Civic leaders, to determine the extent of participation by the command or naval personnel in community civic activities.

The above sources were explored in six communities before the two communities desired for this study were found. All communities explored were within 100 miles of Boston

this was necessary to insure manageability of the study.

Description of the communities: Because of the confidential nature of some of the findings in this study, the names of the communities surveyed are withheld. They will be called participating or non-participating.

Participating community: The naval command was established over 90 years ago, is located in a city of 30,000 people on the Eastern seacoast. The community itself is a part of a greater metropolitan area of 75 square miles and 130,000 people. The community is largely rural-residential in character, with sixty-five per cent of the homes single-dwelling units. Fifty-eight per cent of the naval personnel reside within the political boundary of the city in which the command is located; the remainder live in the immediate area. It is also highly industrialized, noted for the manufacture of heavy machinery, textiles and pharmaceuticals. The socio-economic status of the community was determined to be as follows:

High Group ..... 7 per cent
Upper Middle Group .....29 per cent
Low Middle Group .....54 per cent
Low Group .....10 per cent[1]

The community was considered participating because naval personnel are active in the following:

Parent-teacher associations, including two as chairman, twelve as lesser officers. "80-90% of

ble was necessary to insure acceptability of the study.

Description of the communities: Because of the considerable nature of some of the findings in this study, the names of the communities surveyed are withheld. They will be called metropolitan or non-metropolitan.

Metropolitan community: The naval command was established over 90 years ago. It is located in a city of 30,000 people on the Western seacoast. The community itself is a part of a greater metropolitan area of 75 square miles and 130,000 people. The community is largely rural-residential in character, with sixty-five per cent of the homes single-dwelling units. Fifty-eight per cent of the naval personnel reside within the political boundary of the city in which the command is located; the remainder live in the immediate area. It is also highly industrialized, noted for the manufacturing of heavy machinery, textiles and pharmaceuticals. The socio-economic status of the community was determined to be as follows:

High group	7 per cent
Upper middle group	25 per cent
Low middle group	43 per cent
Low group	25 per cent

The community was considered perplexing because naval personnel are active in the following

Person-to-person associations, including the Association, twelve or fewer officers. "PC-90" or

naval personnel with school children are active in the P.T.A., much more active than the civilians," so said the Ass't. Superintendent of Schools.

Board of Education - naval officer member (retired from the U.S. Navy July 1st, 1956)

Boy Scouts - scoutmaster

Cub Scouts - Den mothers (2)

Church activities - Sunday school teachers, Deacon, Treasurer, officers in church societies.

Little League Baseball - Managers (2)

Fund Drives - Community Chest, Red Cross, Polio, Palsy, Heart and Mental Health; active solicitors and committeemen in all drives

Service Clubs - Rotary, Lions and Kiwanis; commanding officer president of Rotary last year

Veterans' Organizations - American Legion, Veterans of Foreign Wars and AmVets.

Fraternal Lodges - Moose, Elks and Eagles

Volunteer Firemen - naval personnel make up 18 per cent of fire department.

The following are just some of the activities that the naval command participated in last year:

Held open house on Armed Forces Day and when sponsoring a Navy-Relief Carnival.

Permitted the use of the swimming pool and athletic facilities by the local school system on numerous occasions.

Allowed the community use of the "community-center" in the Navy housing area, to hold meetings and classes.

naval personnel with school children are active in
the P.T.A.'s, many were active also as civilians"
to said the Asst. Superintendent of Schools.

Board of Education - naval officer member
(retired from the U.S. Navy July 1st, 1958)

Boy Scouts - scoutmaster

Cub Scouts - Den mothers (2)

Church activities - Sunday school teachers,
deacon, Treasurer, officers in church
societies.

Little League Baseball - Managers (2)

Fund Drives - Community Chest, Red Cross,
Polio, Tuberculosis, Heart and Mental Health;
active solicitors and committeemen in
all drives

Service Clubs - Rotary, Lions and Kiwanis;
committee officer positions of Rotary
last year

Veterans' Organizations - American Legion,
Veterans of Foreign Wars and Marine.

Fraternal Lodges - Moose, Elks and Eagles

Volunteer Firemen - naval personnel make up
15 per cent of five department.

The following are just some of the activities
that the naval community participates in here:

Held open house on Armed Forces Day and were
sponsoring a Boy-Scout Carnival.

Permitted the use of the swimming pool and
athletic facilities by the local school
system on numerous occasions.

Allowed the community use of the "community-
center" in the Navy housing area, to hold
meeting and classes.

Local volunteer firemen were instructed by the Navy's fire department.

Excellent press-relations with the community's paper and with two other papers serving the community.

Provided speakers for many occasions.

Assisted the community during two disasters.

Non-participating community: The naval command, established over 100 years ago, is located in a city with a population of 40,000 on the Eastern seacoast. The community itself is a part of a greater metropolitan area of 840 square miles and 2 1/2 million people. The city is highly industrialized, noted for petroleum products, heavy machinery and paper products. Seventy-two per cent of the homes in the community are multiple-dwelling units. Seventeen per cent of the naval personnel reside within the political boundary of the city in which the command is located. Of this number 13 per cent live in quarters provided on the base. The remaining 83 per cent of the personnel reside outside the immediate community of the command. The socio-economic status of the community was determined to be the following:

High group	0
Upper middle group	14
Lower middle group	68
Lower group	18[2]

Local volunteer firemen were interested by the Navy's fire department.

Excellent press-relations with the community's paper cost with two other papers serving the community.

Provided speakers for many occasions.

Assisted the community during two disasters.

Metropolitan community: The naval command established over 150 years ago, is located in a city with a population of 40,000 on the Eastern seacoast. The community itself is a part of a greater metropolitan area of 650 square miles and 2 1/2 million people. The city is highly industrialized, noted for petroleum products, heavy machinery and paper products. Seventy-two per cent of the homes in the community are multiple-dwelling units. Seventeen per cent of the naval personnel reside within the political boundary of the city in which the command is located. Of this number 13 per cent live in quarters provided on the base. The remaining 83 per cent of the personnel reside outside the immediate community of the command. The socio-economic status of the community was determined to be as the following:

High group	0
Upper middle group	17
Lower middle group	68
Lower group	15

The community was considered non-participating because participation was difficult to detect. Although 226 organized "clubs" exist in the city, it was not easy to unearth participation by the command or naval personnel.

However, after exhaustive study into the community it was discovered that participation existed in the following:

> The wives of the naval personnel assisted with the annual Polio Fund drive in the "Mothers' March."
>
> Parents with children in the schools of the community were very active in the PTA work.

II. FORMULATION OF THE HYPOTHESIS

Observations from Prior Research: T. M. Newcomb in a study about hostility by members of one group toward members of some other group concluded that a reduction in hostility between two groups can be brought about by reopening and stimulating contacts between them.[3]

In a study entitled "Changing Attitudes Through Social Contact," an experimental study of a housing project, Festinger and Kelly concluded that:

> "1. Contacts are effective in producing attitude changes only if they entail the transmission of social attitudes, i.e. evaluative statements by other persons about the objects of the attitude. Such evaluations do not need to be communicated verbally or explicitly. They can be evidenced in the behavior of other persons toward the objects of the attitude.

> 2. The effectiveness of a communicated attitude in producing change is a function of various aspects of the relationship between the communicator and the recipient, e.g. their interpersonal attractions, power relationships, etc.... Thus, for example, if a group of persons are held together by a common interest in community activities, and carry on communications about attitudes and opinions on which they differ, the conditions for attitude change are present....[4]

Seashore, in a study entitled "Group Cohesiveness in the Industrial Work Group," determined that "...Group cohesiveness is positively related to opportunity for interaction.... We see demonstrated in a typical social setting the dependence of an individual upon his primary associations for feelings of security and the reduction of anxieties. We see the group as a source of potent influences which may or may not be marshalled in support of the goals of a larger organization."[5]

Stuart A. Queen, in a study entitled "Social Participation in Relation to Social Disorganization," presented the following conclusions of his and other research in this field:

> (1) there is evidence that group success and individual participation are correlated;
>
> (2) the preservation of local groups is bound with the actively participating constituents,....[6]

In a recent community relations attitude survey of Woburn, Massachusetts, conducted in the interests of the Atlantic Gelatin Division of General Foods, it was concluded that:

(1) The employees are named as the primary source of information about the Company.

(2) Those who know an Atlantic Gelatin employee are much better informed about the Company, and tend to have consistently more favorable attitudes toward the Company....[7]

Hypothesis:

From a study of the writings pertinent to participation and its relationship to attitude changes the following hypothesis was derived:

A. Public Relations of the U.S. Navy would be enhanced if Naval commands or personnel would participate in civic or social activities in the communities in which they reside or are based.

III. METHODOLOGY

The testing procedure employed was that of a scientific survey designed to test a hypothesis. It was felt that if the hypothesis was substantiated it would add considerably to the field of Navy public information. This proof could possibly give direction to the main effort of the Navy public information program.

Although the procedure may be termed scientific the survey cannot be called scientific because of the dissimilarity of the two communities surveyed.

The non-participating community is primarily a tenement-house community, part of a very populated metropolitan

(3) The employees are named as the primary source of information about the company.

(4) Those who know an Atlanta gasoline employee are much better informed about the company, and tend to have substantially more favorable attitudes toward the company....

Hypothesis:

From a study of the writings pertinent to participation and its relationship to attitudes, changes the following hypothesis was derived:

A. Public relations of the U.S. Navy would be enhanced if Naval commands or personnel would participate in civic or social activities in the communities in which they reside or are based.

III. METHODOLOGY

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Although the procedure may be termed scientific the survey cannot be called scientific because of the similarity of the two communities surveyed.

The non-participating community is primarily a [illegible]

area where only 4 per cent of the naval personnel reside in the community proper; versus the participating community which is primarily a single-dwelling community with a semi-rural atmosphere, where 58 per cent of the naval personnel reside in the community proper.

The reason for the great difference in the number of personnel residing in the command community in each community is that there are very few suitable dwelling units where naval personnel may live in the non-participating community. The non-participating community is comprised largely of low-status individuals living in sub-standard housing.[8]

However, the two communities were surveyed for this study because a condition of non-participation or participation by a naval command or naval personnel existed in each respectively. It was felt that if the amount of participation would be compared to the number of personnel residing in the community the findings would have been invalidated.

However, since it was discovered that participation was virtually non-existent in the non-participating community, a condition desired for this study, the answers surveyed in the non-participating community were considered valid in testing the hypothesis.

Selection of respondents was very unscientific in that each person interviewed was asked, "Who else do you think is a community-opinion leader?" It was a "quasi-

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[illegible] of respondents was very unsatisfactory in
that each person interviewed was asked, "Who else do you
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that each person interviewed was asked, "Who else do you
think is a community-opinion leader." It was a "quasi-

sociometric" study into the opinion leaders of a community. The answers themselves reenforced the answers of all respondents in that many named the same people as opinion-leaders.

The opinion leaders selected represented a cross-section of each community. They included: the mayor in each community, a Rabbi, a Congregational minister, two Catholic priests, Ass't. Superintendent of Schools, Executive Secretary of each Chamber of Commerce, the presidents of each of the service clubs in each of the communities, high school principals, and other persons having the status of opinion leaders in each of the communities.

There were 24 opinion-leaders interviewed in the non-participating community and 24 opinion-leaders interviewed in the participating community.

The questionnaire* was designed to bring out the community leaders' opinion about Navy-community relations as outlined in the following:

1. How does the community feel about the Navy?
2. Where does it get its information about the Navy?
3. How does the Navy help in the community?
4. Where can the Navy help in the community?

---

*Questionnaire used can be found in Appendix A.

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The opinion leaders selected represented a cross-section of each community. They included the mayor in each community, a rabbi, a Conservational minister, two Catholic priests, Assn't. Superintendents of Schools, Executive Secretary of each Chamber of Commerce, the president of each of the service clubs in each of the communities, nine school principals, and other persons having the status of opinion leaders in each of the communities.

There were 84 opinion-leaders interviewed in the non-metropolitan community and 84 opinion-leaders interviewed in the metropolitan community.

The questionnaire[*] was designed to bring out the community leaders' opinion about any-community realities as outlined in the following:

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2. Where does it get its information about the Navy?
3. How does the Navy help in the community?
4. Where can the Navy help in the community?

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[*] Questionnaire used can be found in Appendix A.

5. How does the community feel about Navy participation?

6. Where, if anywhere, is the Navy welcomed to participate?

Administration of questionnaire: The questionnaire employed in this survey was administered in each interview by the author only. The "unstandardized interview"[9] was used throughout the survey.

5. How does the community feel about their participation?

6. Where, if anywhere, is the city welcome to participate?

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CHAPTER IV

FINDINGS

I. OVERALL SUMMARY OF THE MAJOR FINDINGS

The findings: show that almost all opinion-leaders in the participating community have favorable attitudes toward the naval command as a member of the community, whereas only about half of the opinion-leaders in the non-participating community regard it favorably.

Those leaders most favorable toward the Navy are those best informed about the naval command or its personnel. Such favorable impressions are passed on to them by naval personnel -- the Navy's best ambassadors. Almost three-quarters of the people interviewed in the participating community said naval personnel were their chief source of information about the Navy.*

In community relations, more than half of the respondents in the participating community considered the

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*The impact of these naval personnel ambassadors can best be seen by comparing the attitudes of those people whose main source of information about the Navy is its personnel with the attitudes of the sample as a whole. Appendix B shows that people who get their information from naval personnel that to have "no opinions" less often, and favorable opinions more often, than the sample as a whole.

SECTION IV

VISIONS

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command and its personnel very interested in community activities; whereas in the non-participating community almost all the respondents claimed that the Navy was not interested, had no opinion, or didn't know.

Those who stated that the Navy was very interested in community relations made their choices primarily because the officers and men take an active role in the community and that the command is interested in civic affairs.

In the participating community "Navy people" were thought of as neighbors in contrast to the non-participating community where the "Navy people" were considered a distinct group. The reason being that they kept to themselves, never taking active interest in the activities of the town.

The naval command and the naval personnel in the participating community are considered as great contributors to local charities and fund drives, whereas in the non-participating community they are considered as "misers" or no opinion is given. However, there is an opportunity for the Navy in both communities to move forward on the correct road in community affairs for most respondents -- approximately three out of five -- felt that the naval command has a social responsibility to the community as well as an economic one. This was largely due in that the city collects no taxes from the property owned by the Navy and in this day of high tax rates it was felt that the Navy

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collects no taxes from the property owned by the Navy and
in this day of high tax rates it was felt that the Navy

should also work toward civic goals along with the community.

Almost everyone had an idea of what kind of work and operations took place at the naval command in their respective community.

The Communities: It is important to know how people in the community feel about the town in which they live. In this study the opinion-leaders of the participating community liked it very much, thought the people were nice and friendly, and a wonderful place to raise children with its country atmosphere and beautiful scenery.

On the other hand, the non-participating community thought its town had a good geographic location and provided good, steady jobs, but it also thought the tax rate too high and generally didn't like the town because of the absence of recreational facilities and poor town administration.

While conducting the interviews, the impression was received that "community spirit" was really lacking in the non-participating community compared to the participating community.

II. THE FINDINGS IN DETAIL

> Only the highlights of the findings are covered. Reading this section cannot be considered an adequate substitute for a close review of the statistical tables in Appendix B.

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II. THE FINDINGS IN DETAIL

Only the highlights of the findings are covered. Reading this section alone should be considered an adequate substitute for a close review of the statistical tables in Appendix E.

This naval command is well thought of in the partici-

on the subject of participation by the naval command in several diverse fields in various degrees. The unfavorable comments were primarily those that effected the pocket-book. It appears that the Federal land being tax-free deprives the community of much needed revenue.

The two communities were oceans apart in their feelings toward the "Navy families." Where almost everyone considered them good neighbors, nice, friendly people and were happy to have them for neighbors in the participating community, they were considered "snobs," and unfriendly transients in the non-participating community.

It was determined in this study that 100 per cent of opinion-leaders in the participating community thought of "Navy families" as neighbors versus 92 per cent of the opinion-leaders in the non-participating community who thought of them as a distinct group. It is interesting to note here that answers to a similar question asked in a nationwide poll conducted by Public Opinion Surveys Inc. for the Department of Defense showed 71 per cent of those questioned thought of career service families as desirable neighbors, while 11 per cent think they are not and 18 per cent express no opinion.[1]

As a member of the community it is interesting to note that both communities feel that the naval command has a responsibility to it other than to supply an economic

base. They both say that the naval command should participate more in community activities, that it has a definite responsibility for recognizing and sharing in the needs and problems of the town -- through executive leadership, donation of money and facilities to worthwhile community undertakings.

Almost half of the respondents in each of the communities feel that the Navy command and industry have as an additional responsibility in helping the community in the everyday problem of a community, such as: schools, streets, need of adequate meeting places, youth programs, and programs to halt juvenile delinquency.

It is interesting to note that all the opinion-leaders in the participating community have visited the naval command in their community within the past year, whereas none of the opinion-leaders in the non-participating community had visited the naval command within the past 24 months.

It was discovered that 100% of these opinion-leaders were interested in visiting the command.

When asked if the opinion-leaders desired additional information about the command, almost all in the non-participating community wanted a guided tour through the establishment, also wanted to obtain some reading material about the base.

The opinion-leaders' best source of Naval information in the participating community, as pointed out before, is the individual in the naval service.

Most of the opinion-leaders in the non-participating community (three out of every five) thought companies operated by local people were more likely to be interested in the community than by the Navy. They explained that local companies are "more interested in the welfare of their community, even if for business reasons," or "they know the people better, their likes and desires."

Leaders in both communities felt that there is not enough participation in community activities by "Navy people," however they qualify that statement and state that there is not enough participation by any group of citizens. Participation must be stressed because: "it's a citizen's duty," "Navy people are accepting benefits of the town, and should help by being active in community affairs."

When asked, "what kind of activities are appropriate for "Navy people" to engage in?" the leaders replied, "everything that is not immoral or illegal." However there was one field that they considered inappropriate and it was holding political office. The reasons were: "Too controversial a position to maintain while in the service; couldn't hold both jobs as both demand loyalty to office," and lastly that there are enough civilians around to hold office.

When asked about why opportunities are not provided for Navy families in community activities, the leaders felt that they would take exception with the New England prerogative of aloofness and stated, "that the overtures to participate should be made by the Navy."

Three out of every four opinion-leaders in the participating community knew of the wartime role and peacetime role of the Navy, whereas only four out of nine knew of the role of the Navy in the non-participating community.

The high percentage by the participating community was largely attributed to a speech given by the commanding officer at a service club luncheon.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

I. SUMMARY

The purpose of this study was to ascertain whether participation in community activities by a naval command or by personnel attached to that command enhance the public relations of the U.S. Navy. Also, to determine whether participation in civic or social activities by a naval command or by navy personnel is welcomed by a community.

To achieve the purpose of this study it was decided to conduct an opinion-attitude survey of opinion-leaders in the two communities in which naval commands were located.

This was done to determine the attitude of the community in terms of civic responsibility and neighborliness by the naval command located in their respective community, and also to determine the attitudes of the opinion-leaders regarding participation by the naval command or by naval personnel, assigned to that command, in community activities.

Of the two communities selected for this study one was in which the naval command or personnel attached to

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

I. SUMMARY

that command participated in community activities; while the other was a community in which the naval command did not participate in community activities within the particular sub-division in which the command was located.

To determine whether a community was participating or non-participating various sources in each community were explored. Some of these sources investigated in each community were: (1) the local newspaper, (2) church leaders, (3) business leaders, (4) school authorities, and (5) civic leaders. This was done to get the two desired communities for this study.

To accomplish the purpose of this thesis it was necessary to study the effects of participation by naval commands and naval personnel on the attitudes of the community toward the Navy. To understand this effect, literature of participation was explored and it pointed out that:

1. A reduction of hostility between two groups can be brought about by stimulating contacts between them....[1]

2. Contacts are effective in producing attitude changes....[2]

3. Employees are named as a primary source of information about a company....[3]

4. Persons who know a company employee are better informed about the company and tend to have consistently more favorable attitudes toward the company....[4]

5. Group cohesiveness is positively related to opportunity for interaction....[5]

6. Group success and individual participation are correlated....[6]

From these findings and the study of other material pertinent to participation and its relationship to attitude changes the following hypothesis was formulated:

> Public relations of the U.S. Navy would be enhanced if naval commands and naval personnel participate in civic or social activities in the communities in which they reside or are based.

The findings of the survey made in this study substantiate the above hypothesis by proving that:

1. There is less hostility between "Navy families" and the community where there are contacts between them.

2. Contacts are effective in producing attitude changes; although not statistically significant in this study, a principal of a school changed his unfavorable attitude to a favorable attitude toward the "Navy families" when viewing their participation in PTA activities.

3. In the community where there is participation the primary source of information about the Navy is Navy personnel.

4. The community that knows naval personnel is informed about the Navy and tends to have favorable attitudes toward the Navy as evidenced in the participating community where 72 per cent get information from naval personnel and 92 per cent of the community leaders are favorable toward the Navy.

5. The in-groupness of Navy people decomposes and naval personnel unite with the community when participation exists. The participating community considered the "Navy families" neighbors, whereas the non-participating community considered them aloof and a distinct group.

5. Young women and [illegible] participation are associated....

Does these finding end the study of other potential predictors to participation and its motivations to exclude

explain the following hypotheses and [illegible]:

[illegible] relations of the U.S. They would be considered if moral concern and moral reasoning participate in civic or social activities in the communities in which they reside or are raised.

The findings of the survey make it [illegible] hypothesis to allow hypothesis by [illegible] that:

1. There is less hostility between "very [illegible]" and the community where there are moderate between them.

2. Despite the efforts in producing attitude changes; although not substantially significant in this study, a [illegible] resumed [illegible] attitude to a [illegible] life attitude toward the "very [illegible]" than viewing [illegible] participation in [illegible] activities.

3. In the community study there is [illegible] the values [illegible] of information about the [illegible] they [illegible].

4. The community that knows moral personnel is [illegible] also they are [illegible]. In this [illegible] activities [illegible] the [illegible] as [illegible] associated in the [illegible] community [illegible] [illegible] [illegible]

6. The community achieves success through the participation of individuals. As evidenced in the participating community where fund drives and civic undertakings were carried out to successful conclusions with the aid of all in the community.

Based on the findings, from this study and supported by the already proven research findings, the hypothesis formulated in this thesis was conclusively proven in the participating community whereas it is unproven in the non-participating community.

II. CONCLUSIONS

Evidence that has been obtained in this study has led to the following conclusions:

A. Participation in community activities is beneficial to the participants, whether it be the command or personnel, and is highly desirable.

Participation is valuable because through its use the Navy in the particular community is:

1. Building up a reservoir of good will and acceptance for the day when it will need it, to perhaps insure its very survival. What people can do with political action especially to a branch of government needs no elaboration here.
2. Providing for the personal and family welfare

of naval personnel in the community by insuring itself against discriminatory local sentiment and practices in housing, food, schools, recreation and the other needs of its personnel.

3. Providing for itself and its personnel better community services for protection of health, life, and property.
4. By presenting knowledge of its operation to the community it is insuring favorable local identity by preventing misunderstandings about the Navy or naval personnel to occur.
5. Increasing the morale of its unit by providing personal satisfactions derived from community-related experiences.
6. Insuring for itself an assured civilian labor supply because of the favorable attitude toward the Navy in the community.
7. Creating a climate for other people to enlist in the service.

Whereas in the non-participating community it is doubtful if the prognosis is as good since there is little evidence of positive public relations support.

The sentiment toward the Navy and its families by the opinion-leaders is substantially unfavorable (32 per cent), but of utmost importance is that a good number (33

of moral personnel in the community by
insuring itself against discriminatory local
sanctions and practices in housing, food,
medical, recreation and the other needs of
its personnel.

3. Providing for itself and its personnel better
community services for protection of health,
life, and property.

4. By presenting knowledge of its operations to
the community it is insuring favorable local
identity by counteracting misconceptions about
the duty or moral personnel by others.

5. Increasing the morale of its units by favorable
personal publications derived from community-
related experiences.

6. Insuring for itself an assured civilian labor
supply because of the favorable attitude
toward the duty in the community.

7. Providing a climate for other people to enlist
in the service.

Viewed in the non-participating community it is
doubtful if the personnel is so good about doing the little
evidence of positive public relations support.

The recruitment toward the duty and its realities is
the opposite-reason in substantially unfavorable (32 per
cent), but of course interviewing is just a good number (3)

per cent) have no impressions, good or bad of the Navy in their community. In other words, while a third of the community leaders are unfavorable toward the Navy another third of the leaders could form attitudes, one way or the other depending on what the Navy does, or says in the future, thus leaving the assurance of active support when needed, a very doubtful commodity.

From this it is evident that the non-participating naval command has no recognizable reservoir of good will or acceptance and a very small per cent of favorable identity within the community. It has little recognizable strength in the community at this time.

B. It was discovered that both communities expected the naval command and naval personnel to participate in community civic and social activities.

1. Eighty per cent of all respondents suggested that more naval personnel participate in community activities because they felt there is a need for active citizens in the community and that naval personnel can furnish some of the leadership so vitally needed in the community.
2. Sixty-six per cent of all respondents believed that the naval command should be a good corporate neighbor as any other large concern.

3. Over 50 per cent of all respondents stated that the command should help in solving of community problems. They stated further that the naval command could help solve this problem of juvenile delinquency, traffic, lack of recreational facilities for adults and children, the shortage of meeting places and schools.

C. There are definite factors that determine the extent of participation in a community. Because the following factors are influential in determining the amount of participation, the comparison of the two communities must be limited to prevent the danger of making too fast a comparison between the two and condemning the non-participating community for failure to carry out its public relations obligations, while showering the participating community with plaudits.

1. The socio-economic status of the community to a large degree predetermines the amount of interaction between naval personnel and the community in which they are based or reside. "If people belong to a community with low socio-economic status, then they will avoid civic responsibility in that community."[7]

The two communities were not matched

socio-economically. Since the socio-economic status of the naval personnel in both the communities is the same, it is only obvious based on the above that participation will be less in the non-participating (lower socio-economic status) community. While in the participating community, the socio-economic status of the community closely matches the socio-economic status of the Navy group, thus permitting freer interaction.

2. The location of the community in which the command is located greatly determines the amount of participation engaged in by naval personnel.

If a command is located in a large metropolitan area, as the non-participating community was located, the efforts of the command and its personnel are diffused over a much larger area. More than likely whatever participation existed would be attracted to the principal community in the area rather the smaller community in which the command is located.

Whereas the participating community was located in a much smaller metropolitan area, where the community was considered a self-contained entity, with whom the Navy was

identified because of the absence of other populated communities in the vicinity of the command. By its very identification with the community it was made to share in the community life.

3. The number of industrial and business concerns in the community of the command have an effect on participation.

If the command is one of the principal employers in the community it is automatically taken into the community because of the economic impact on the community. On the other hand if it is the one of many organizations in a community, its need by the community drops off proportionately.

The naval command in the non-participating community is one of many organizations in an industrial city and the need for its participation by the community is not as great as in the participating community where the Navy is one of the three top employers. The community there is always looking to the command for aid and advice. This initiative by the community stimulates more participation by the command.

3. The number of industrial and business concerns in the community of the command have an active or participation.

If the command is one of the industry employees in the community it is economically taken into the community because of the economic impact on the community. In this sense even if it is the one of many organizations in a community, its need in the community stops all economic transactions.

The naval command in the non-participating community is one of many organizations in an industrial city and the need for its participation by the community is not as great as in the participating community where the navy is one of the three top employers. The community does participate by the command for aid and advice. This initiative by the community stimulates more participation by the command. By its very identification with the community it was made to share in the community life.

4. The type of Navy activity engaged in by the command determines the amount of interaction between the community and the command, thus effecting the amount of participation engaged in by the naval personnel or the command.

There will certainly be more interaction between the command and the community if the command is engaged in some romantic adventuresome mission like flying or submarining than if it were an ammunition depot, a supply depot or a hospital.

III. RECOMMENDATIONS

In the absence of substantial personnel and fund increases for public information work there needs to be a change of emphasis in the whole Navy public information program to place civil relations (community relations) in general, and participation by naval commands and naval personnel in community affairs, in particular in the position of greatest importance. As long as funds and personnel are limited, participation offers the greatest potential yield on the basis of public information effort and money expanded on the other media into which those efforts might be turned.

The importance of participation has been stressed throughout this study and its effects have been measured to

warrant a broad encouragement throughout the Navy. To increase participation by naval commands and personnel it is recommended that the following organizational adjustments be made in the Navy to facilitate participation in community activities:

A. Encouragement from top level command. Unless the commanding officer of the naval command recognizes and accepts participation as a vital part of the community relations program and as one of its objectives, the program will never reach its possibilities of success. It is partially a matter of attitude: participation in community activities will reflect the extent to which the man at the top implements his attitude.

B. Establishing a policy of action, wherein the naval command can look for guidance and secure new ideas for areas open to participation. To put this policy into action it is recommended that a community relations handbook be written for the Navy. This handbook will cite "case histories" of how other commands have participated in their communities. By reading actual case histories, responsible officers can draw on this reservoir of ideas on how to increase participation by the command in the community.

There are many analogies that exist between industrial community relations problems and Navy community

relations problems. For this reason industry's community relations manuals can serve as a useful basis for Navy policy. There are many handbooks used by industry to help solve the community relations problem. An example of such a handbook is one entitled "G M lives here" published by General Motors for its plant management officers. A copy of this handbook may be found in Appendix "C".

A handbook of this kind is recommended for the Navy because it employs the "case history" method wherein in a person can see what others have done in the field of community relations and also that these solutions to the problems within the handbook are supported by management.

By this blessing from "top-management" much of the stigma that participating in community activities can be dangerous to good business is removed. So also in the Navy where existing policy encourages participation, but where too many individuals fear that by involving government property or personnel in various community activities the command is subjecting itself to Congressional investigation or courts martial.

A handbook spelling out the policy, by showing and supporting the good methods employed by other commands and persons in the Navy would tend to promote more participation in community activities.

Civilian relations involves everyone in the Navy - it is an all hands job - not only a staff function. Because

of this, a handbook of this kind can serve to indoctrinate naval personnel with some of the principles and practises of community relations and serve as a reference to those looking for solutions to problems and ideas for added participation in community activities.

Because there is a shortage of public information officers, the bulk of the work in Navy public relations and community relations will be carried on by officers of the line who have had very limited experience in the field of public relations. A handbook of the kind mentioned above is necessary to put into action existing Navy policy and carry out the community relations objectives of the command.

C. Structures must be established to facilitate interaction between naval personnel and the community. These are to be in addition to those already in existence in the Navy's organizational structure such as Base-Community Committees, speaker's bureau, open houses, exhibits and demonstrations whose functions and benefits do not need further elaboration here. However, it is felt that the following will also encourage participation and result in the benefits that a good community relations program reaps:

1. A "Community activities bureau" should be established at each command. This "bureau" is to be charged with the specific responsibility of acting as liaison between the community and the naval command and its personnel.

It is felt that the public information office is too formal and too concerned with one-way communications - of merely informing the community - to act as a liaison between the command and the community. The "community activities bureau" would be responsible for a "two-way channel" of communications with the community and it would handle a wider range of information and information of an informal nature.

Its function would be to act as a "clearing-house" where community interests can attain mutuality with naval interests in the community's civic and social activities.

As has been pointed out by the survey, naval personnel are not apathetic individuals, but non-participation by individuals usually exists because of the absence of factors suitable for interaction with the community.

The study also pointed out that, although naval participation was welcomed, the civilian leaders felt that the Navy should make overtures to the community about participating in its activities.

Through this "bureau" the necessary interaction can be stimulated because of the "bureau's" function of two-way communication thus breaking down the barrier between naval personnel and the community.

The "bureau" can make the necessary overtures to the community, because, of being in communications with "both

sides of the fence" it will know the demands of both the community and the Navy, thereby hastening the process of participation.

To be effective this bureau must be accessible to the entire community, more physically accessible than the public information office; must be informal, a place where the "welcome mat" is always out; and its existence must be given wide dissemination in the community.

2. "Retired Navy Information Program."[9] Retired naval personnel and particularly those who are prominent figures in their communities can contribute materially to the Navy public information program and also create the necessary atmosphere of breaking down barriers between the community and the Navy. Since by virtue of their office, retired personnel are on "both sides of the fence," they can provide the much needed stimulus for starting interaction in the community. The Navy public information program should take notice of these retired personnel and use them as ambassadors for the community. By keeping the informed of naval activities, providing them with speech material, permitting them to use the base facilities, and also integrating them into the "speaker's bureau," the retired personnel are made to feel useful again.

A considerable portion of the Navy information program is expended to playing up the attractiveness of a

sides of the issue" it will know the demands of both the community and the Navy, thereby instituting the process of participation.

To be effective this bureau must be accessible to the entire community, more physically accessible than the public information office; must be informal, a place where the "welcome mat" is always out and its assistance must be given wide dissemination in the community.

2. "Retired Navy Information Specialist." Retired naval personnel and particularly those who are prominent figures in their communities can contribute materially to the Navy public information program and also create the necessary atmosphere of working down barriers between the community and the Navy. Since by virtue of their office, retired personnel are on "both sides of the issue," they can provide the much needed stimulus for creating interest in the community. The Navy public information program should take notice of these retired personnel and use them as ambassadors for the community. By keeping the informal of naval activities, prevailing times with appeal material, permitting them to use the base facilities, and also inviting them into the "speaker's bureau," the retired personnel are made to feel useful again.

A considerable portion of the Navy information program is expended to playing up the attractiveness of a

Navy career. The retired Navy people are a living example of one of the greater benefits offered to service people - a retirement plan at no cost to the individual.

By using retired Navy people in its community relations activities the Navy is not only fostering participation in the community, but is also performing a recruitment service.

3. Another method is by having on officers' and petty officers' "fitness reports" a column on which to report participation in community relations activities. By such a means, it would be possible to give credit to a man for engaging in this kind of work. The more knowledge of such a report would probably stimulate greater activity, to the Navy's benefit. It is not recommended that naval personnel who do not participate be penalized for their inactivity. However, the Navy should recognize such contributors meritoriously.

The initiative for participation in community activities rests on the whole with the Navy. Ultimate responsibility is with the command. Ideally many of the civilian relations functions will be handled voluntarily and informally by naval personnel; this was in the case of the participating community. However, where circumstances are not conducive to such voluntary participation then the burden of total civilian relations participation falls on the command.

There are some activities that can best be performed by the voluntary participation of individuals, such as church functions and PTA activities, but as in the case of the non-participating community where personnel did not participate, the command should have sought close substitutes to serve these activities. In the case of the PTA, it could recognize its existence and bring about a relationship by encouraging the invitation of a "Navy speaker" to one of their meetings or by extending an invitation to the PTA and the children to visit the base or some facility on the base. The same offer and invitation can be extended to the church group.

This participation which superficially sounds very simple is not something that just happens, but must be worked for. The best results of participation are where every member works at it and where it is realized that the ultimate responsibility of any community participation program rests with the command.

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[10] Metropolitan Life Ins. Co. Policyholders Service Bureau, Community Relations (Metropolitan Life Ins. Co., 1950) p. 5.

[11] Infra., p. 94.

[12] Infra., p. 95.

[13] Infra., p. 96.

[14] Canfield, Bertrand R., op. cit., p. 137.

[15] Ibid.

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Mr. Edgar S. Nelson, Director of Community Relations, Department of Public Relations, General Foods Corporation, White Plains, New York.

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Mr. Murray Scolin, President Men Engineering Corporation, Boston, Ct., Massachusetts.

APPENDIX A

APPENDIX A

COMMUNITY PARTICIPATION SURVEY

1. (a) In your opinion how does the community feel toward the Naval establishment located here?

   (b) Why?

2. (a) How do you feel toward the Navy families living on base here?

   (b) Why?

3. (a) Do you think of the "Navy people" as a distinct group, or as neighbors?

   (b) Reasons why, if distinct group?

4. What would you say about the amount of interest the Naval command or personnel show in the general progress, the overall development of this community? (From the standpoint of improvement of schools, recreation, hospitals, business--everything.)

   Do they show:

   A great deal of interest-
   A fair amount of interest-
   Not so much interest-
   No interest at all-
   No opinion-
   Other answers-

   Why?

5. How about the contributors by the naval command and/or personnel, to local community drives and charities. Would you say (or guess) that the Navy people:

   Give more than their fair share.
   About what their fair share should be.
   Less than their fair share.
   No opinion.
   Other answers.

   Reasons why, comments.

APPENDIX A

COMMUNITY PARTICIPATION SURVEY

1. (a) In your opinion how does the community feel toward the Naval establishment located here?

(b) Why?

2. (a) How do you feel toward the Navy families living on base here?

(b) Why?

3. (a) Do you think of the "Navy people" as a distinct group, or as neighbors?

(b) Someone why, if distinct group:

4. What would you say about the amount of interest the Naval officials or personnel show in the general progress, the overall development of this community? (From the standpoint of improvement of schools, recreation, hospitals, business, business--prosperity.)

Do they show:

A great deal of interest.
A fair amount of interest.
Not so much interest.
No interest at all.
No opinion.
Other answers.

Why?

5. How about the contributions by the naval command and/or personnel, to local community drives and charities. Would you say (by guess) that the Navy people:

Give more than their fair share.
About what their fair share should be.
Less than their fair share.
No opinion.
Other answer.

Reasons why, comments.

6. (a) Some people say that when a military base is located in a community, it furnishes jobs and good wages and because of the nature of its work, it has done all it should for the community. Do you think that the Navy should go beyond and help the community in other ways?

(b) Why?

7. In your opinion, what are some of the community problems or needs in your community?

8. (a) Do you think that the Navy has a responsibility to help in these problems?

(b) If "yes": in what way?

(c) If "no." Reasons why?

9. Would you please give me your understanding of what kind of work that is done at the naval command in your community.

10. Have you ever been through the Naval _____ located in your community?

If yes: when?

11. Would you be interested in going through the Naval _____ in your community?

Reasons why, if no.

12. Is there any kind of information about the Naval _____ in your community you don't have now, that you would like to have?

What kind of information?

13. Where do you get most of your information about Navy, locally?

14. Do you think that companies in your community which are operated by local people are more interested in the community than the Navy? Reasons why.

15. How do you feel about the amount of participation that "Navy people" engage in?

6. (a) Some people say that such a military zone is located in a community; in Kurdistan [illegible] and wastes and [illegible] of the output of the work. Is that right [illegible] it should for the community? Do you think that they should go beyond and help the community in other ways?

(b) Why?

7. In your opinion, what are some of the community [illegible] lems or needs in your community?

8. (a) Do you think that the Navy has a responsibility to help in these problems?

(b) If "yes": in what way?

(c) If "no." Reasons why?

9. Would you please give us your understanding of what kind of work that is done at the naval academy in your community?

10. Have you ever been through the Naval _____ located in your community?

If yes: when?

11. Would you be interested in going through the Naval _____ in your community?

Reasons why, if no.

12. Is there any kind of interventions about the naval _____ in your community you don't have now, that you would like to have?

What kind of information?

13. Where do you get most of your information about navy, locally?

14. Do you think that somebody in your community which are operated by local people are more interested in the community than the Navy? Reasons why.

15. How do you feel about the amount of publicity which "Navy People" engage in?

Is it:
Just right-
Too much-
Not enough-
No opinion-
Other answers-

Why, if too much?

Why, if not enough?

16. (a) What kind of activities are appropriate for Navy families to engage in.

Enumerate.

(b) What kind of activities do you consider inappropriate for Navy people to engage in?

Why?

17. Is there more participation by officers and their families, or enlisted men and their families?

18. Does the community provide opportunities for the Navy family to participate in community affairs?

If not, why not?

19. How long have you lived in the community?

20. How do you like it as a place to live?

21. (a) What is the wartime role of the Navy? the peacetime role?

(b) How did you get this information?

APPENDIX B

APPENDIX B

APPENDIX B. THE STATISTICAL TABLE

PREFATORY NOTE TO TABLES

Appendix B contains the percentage results from the questionnaire survey of the 24 opinion-leaders in each of the communities.

The questions as reproduced in this appendix are identical with their form on the original questionnaire. The questions were first asked as written, but the interviewer rephrased them (in a neutral way) if necessary, to insure the respondent's understanding of the query. The interviewer also encouraged the respondents to talk further, in order to draw them out on the reasons why they expressed the opinions they did.

In all cases the respondents' "reasons why" or "comments" have been summarized for easier readability.

Percentage figures marked by a single asterisk (*) indicate more than 100% because some of the people made more than one comment.

APPENDIX 3. THE STATISTICAL BASIS

EXPLANATORY NOTES TO TABLES

Appendix 3 combines the percentage results from the questionnaire survey of the 31 opinion-leaders in each of the communities.

The questions as reproduced in this appendix are identical with their form on the original questionnaire. The questions were first asked as written, but the interviewer rephrased them (in a neutral way) if necessary, to insure the respondent's understanding of the query. The interviewer also encouraged the respondents to tell (neither in order to draw them out on the reasons why they expressed the opinions they did.

In all cases the respondents' "reasons why" or "comments" have been summarized for easier readability.

Percentage figures marked by a single asterisk (*) indicate more than 100% because some of the people made more than one comment.

1. In your opinion how does the community feel toward the naval establishments located here?

	Participating	Non-participating
Favorable comments-	92 %	48 %
Unfavorable comments-	8	20
No opinion, don't know-	0	32
	100 %	100 %
Total People	(24)	(24)

Why?

Favorable Comments-

Contributes to, participates in all drives	68 %	-- %
Helps in giving employment to local people	32	44
Aids in disaster	72	16
Very active in many community activities	92	24
Aids the community in enumerable ways	54	18
	318 %*	102 %*
Total People	(22)	(12)

Unfavorable Comments

They own good real estate that could be turned into taxable property	100 %	88 %
Don't like the federal government encroaching on our town	50	--
Because of the base, housing is scarce	50	--
Hindering our development into a great seaport	--	34
	200 %*	128 %*
Total People	(2)	(5)

1. In your opinion how does the community feel toward the naval reflectionsare located here?

	Participating	Non-participating
Favorable comments-	92 %	44 %
Unfavorable comments-	8	30
No opinion, don't know-	0	26
	100 %	100 %
Total People	(25)	(23)

Why?

Favorable Comments-

Contributes to, partici-pates in all drives	44 %	-- %
Helps in civic employ-ment to local people	32	6
Aids in disaster	12	18
Very active in many community activities	92	29
Aids the community in numerable ways	64	18
	100 %	100 %
Total People	(22)	(17)

Unfavorable Comments

They own good real estate that would be burned into taxable property	100 %
Don't like the Federal government meddling on our town	50
Because of the town's housing is scarce	50
Hindering our development into a great seaport	--
	200 %
Total People	(2)

2. How do you feel toward the Navy families living or based here?

	Participating	Non-participating
Favorable comments	92 %	12 %
Unfavorable comments	4	54
No opinion, don't know	4	34
	100%	100%
Total People	(24)	(24)
Favorable comments		
Nice, friendly people	72 %	66 %
Very civic minded, You'd never consider them transients the way they pitch in with community work.	32	--
Proud to have them for neighbors	48	--
	188 %*	100 %
Unfavorable comments		
Snobs, think they are too good for us	--	30 %
Transients, don't care about our community	100 %	56
Unfriendly	--	38
	100%	124 %*
Total People	(1)	(13)

3. Do you think of the "Navy people" as a distinct group, or as neighbors?

Neighbors	100 %	--
Distinct Group	--	92 %
No opinion, don't know	--	8
	100%	100 %
Total People	(24)	(24)

2. Can you feel how the Party Committee lives on
[illegible]?

	Participating	Non-participating
Favorable comments	92 %	38 %
Unfavorable comments	8	54
No opinion, don't know	—	8
	100%	100%
Total People	(234)	(84)

Favorable comments

Nice, friendly people	72 %	44 %
Very civic minded,	30	33
Can't do enough for		
them [illegible] the way		
they pitch in with com-		
munity work.	24	--
Proud to have them for		
neighbors	18	--
	144 %	144 %

Unfavorable comments

Snobs, think they are		
too good for us	--	20 %
Themselves, don't care		
about our community	100 %	8
Politically	--	20
	100%	128 %
Total People	(19)	(23)

3. Do you think of the "Party people" as a distinct group
or as neighbors?

Neighbors	100 %	--
Distinct group	--	92 %
No opinion, don't know	--	8
	100%	100 %
Total People	(98)	(24)

	Participating	Non-participating
Reasons, why distinct group		
Keep to themselves, have their own friends, never come to our activities in town.		88 %
Distinct group to us, but may go into the large city.		50
		138 %*
Total People		(22)

4. What would you say about the amount of interest the naval command or personnel show in the general progress, the overall development of this community? (From the standpoint of improvement of schools, recreation, hospitals, business-- everything.)
Do they show:

A great deal of interest	36 %	--
A fair amount of interest	28	4 %
Not so much interest	12	8
No interest at all	4	52
No opinion, don't know	20	36
	100 %	100%
Total People	(24)	(24)

Reasons why Comments		Percent of those answering "Great Deal and Fair Amount"
The command is interested in civic affairs	25 %	
Officers and enlisted men take active role in community	50	
Have heard, read of their interest	12	
It's good public relations to be interested in the community	18	
They're active and help in everything, very civic minded	12	
Generous donations, to community chest	18	
Other comments	18	
	153 %*	
Total People	(16)	

4. What would you say about the amount of interest the typical community or national elem in the general American has in world affairs? (From the opinion-polls of Roper, Gallup, Crossley, Cantril, Roosevelt, Dimock, etc.--explain.)

Do they show:

A great deal of interest	3%	
A fair amount of interest	10	13%
Not so much interest	17	
No interest at all	70	87
No opinion, don't know	3	3
	100%	100%
Total people	(25)	(31)

Reasons why?

Comments

The average is interested
In civic affairs 25 %
Citizens and elected men
take active role in
community
Some record, even of
Civic interest 13
It's good public
relations to be indus-
trial in the community 10
They've action and help
in everything very
civic minded 12
Democrats democrats, co
community asset 12
Some economic
10
Total people (10)

Percent of Books erroneously "Dyers Dead and Fair Amount"

Democratic Non-partisan Politics

5. How about the contributors by the naval command and/or personnel, to local community drives and charities? Would you say (or guess) that the Navy people:

	Participating	Non-participating
Give more than their share	12 %	--
About what their fair share should be	48	13
Less than their fair share	4	12
No opinion, don't know	36	75
	100 %	100 %
Total People	(24)	(24)

Reasons why, Comments	Per cent of those answering "more than" or "about"
Support all drives and campaigns	60 %
Good public relations, promotes good will	22
Read it in the paper	8
In line with contributors from industry	25
All other comments	18
	133 %
Total People	(15)

6. Some people say that a military base is located in a community, it furnishes jobs and good wages, and because of the nature of its work, it has done all it should for the community. Do you think that the Navy should go beyond and help the community in other ways?

Yes	60 %	72 %
No	16	12
No opinion, don't know	24	16
	100 %	100 %
	(24)	(24)

5. How would you characterize the overall opinion of
Canadians in local communities on this issue?
Could you say for example, that the main opinion

	Participating	Non-participating
Not sure how they		
share	12 %	4%
About what they felt		
there should be	13	
more than what is		
there	13	
No opinion, don't know	36	7%
	74 %	11%
Total people	(39)	(28)

Comments:

Common say:

Support all drives and	
campaigns	4%
Need public relations,	
promotion and gift	17
Send it in the paper	
In line with centpire-	
tions Free industry	17
All other comments	13
	51 %
Total People	(39)

Too much of these
surveys "more than"
or "about"

6. Some people say that a military base is located in a
community. If it's close jobs and local wages, and therefore
of the nations of its work. It may also be simply the
fun economic. Do you think that the Army should be
concerned and make its presence in other ways?

Yes	20 %	17 %
No	18	12
No opinion, don't know	8	10
	46 %	39 %
	(24)	(16)

	Participating	Non-participating
Reasons why		
Comment		
Should donate toward community projects (civic activities, Little League) because it does not pay taxes to support the community	78 %	82 %
They use the roads, so should try to fix them	5	7
Should improve community from public relations aspect, provide leadership	24	12
	107 %*	101 %*
Total People	(14)	(17)

7. In your opinion, what are some of the community problems or needs in your community?

Schools, (most said need new schools--overcrowded)	54	48
Streets, (most said streets in bad repair)	12	28
Sewerage, (need new system; floods streets in rain)	8	12
Parking, (Bad parking situation)	28	36
Lack of Recreational Facilities for adults and children	32	84
Meeting places (Scattered, unfavorable comments)	32	12
Traffic (trucks disturbing--speedy, noisy)	24	40
Juvenile Delinquency	12	76
No opinion, don't know	--	--
	202 %*	336 %*
Total People	(24)	(24)

8. Do you think that the Navy has a responsibility to help in these problems?

Yes	48 %	54 %
No	32	16
No opinion, don't know	20	30
	100 %	100 %
Total People	(24)	(24)

Interviewer

Comment

Should donate toward
community projects
(title wording,
little leagues) because
it does not pay taxes
to support the
community
They use the roads, no
should try to fix them
Should improve community
from public relations
expect, provide leadership
Total People

7. In your opinion, what are some of the community problems or needs in your community?

Schools, (most said need new
schools--overcrowded)
Streets, (most said
streets in bad repair)
Sewerage, (need new
system; floods streets
in rain)
Parking. (Need parking
situation)
Lack of Recreational
Facilities- for middle
and children
Meeting Place
(Theatres, conferences
centers)
Traffic (stress direc-
ion--speed, relay)
Juvenile Delinquency
No opinion, don't know
Total People

8. Do you think that the City has a responsibility to help in these problems?

Yes
No
No opinion, don't know
Total People

	Participating	Non-participating
If yes: In what way		
Instruct Navy people in traffic safety and courtesy	50 %	34 %
Make recreational facilities on base available to townspeople when not in peak use	25	60
Provide guidance to youth activities to stem juvenile delinquency	12	54
Try to get Federal aid for our roads	8	17
Should help through Chamber of Commerce	25	27
Should buy more things locally	12	35
All other answers	12	17
	144 %*	244 %*
Total People	(12)	(13)
If "No": Reasons why		
That is a city-problem	50 %	25 %
No reason why Navy should be responsible	25	25
Navy does enough, now	50	25
Other answers	--	25
	125 %*	100 %
Total People	(8)	(4)

9. Would you please give me your understanding of what kind of work that is done at the naval command in your community?

Kind of work described (very few incorrect description)	100 %	92 %
Guessing correctly	--	8
No idea	--	--
	100 %	100 %
Total People	(24)	(24)

If "no", Reasons why

Total People	(12)	(13)
All other answers	12	12
Locally	12	12
Would buy more things		
Chamber of Commerce	13	17
Should help through		
For new roads	8	17
Try to get Federal aid		
Juvenile delinquency	12	54
Provide guidance to		
youth activities to stem		
users not in peak use	25	46
Available to townspeople		
Facilities on base		
Being restricted		
In specific safety and		
courtesy	33 %	34 %
Instruct lazy people		

If yes: In what way

Total People	(12)	(87)
No time	--	--
Meeting correctly	--	--
(very few incorrect		
descriptions)	100 %	91 %
Plan or were considered		

9. Would you please give me your impression or idea as to what kind of work ever is done at the Local Council in your community?

Total People	(8)	(1)
Other answers	--	--
Very does enough, now	50	100 %
should be represented	50	
No reason why they		
Not in a city-problem	50 %	25 %

10. Have you ever been through the Naval _____ located in your community?

	Participating	Non-participating
Yes	100 %	8 %
No	--	92
Other Answer	--	--
	100 %	100 %
Total People	(24)	(24)

If "Yes", when?

All the 24 opinion-leaders from the participating community visited the base within the last 12 months. The two opinion-leaders from the non-participating community visited the base over 2 years ago.

11. Would you be interested in going through the Naval _____ in your community?

Yes, definitely	20 %	96 %
Somewhat Interested	28	4
No	12	--
Been through it	40	--
	100 %	100 %
Total People	(24)	(24)

Reasons why, if NO

Not interested	66 %
Wouldn't have time	66
All others	--
Don't know, no comment	--
	132 %*
Total People	(3)

12. Is there any kind of information about the Naval _____, in your community you don't have now, that you would like to have? (Such as what they do, how they do it)

No	68 %	32 %
Yes	20	60
No opinion, don't know	12	8
	100 %	100 %
Total People	(24)	(24)

10. Have you ever been through the [illegible] Institute in [illegible] Connecticut?

	Participating	Non-participating
Yes	100 %	%
No	—	88
Other/Other	—	—
	100 %	100 %
Total People	(25)	(88)

If "Yes", when:

[illegible] the 3rd epidemic-leaders from the participating community visited the base within the last 12 months. The two epidemic-leaders from the non-participating community visited the base over 2 years ago.

11. Would you be interested in going abroad the Navy in your community?

Yes, certainly	80 %	95 %
Somewhat Interested	20	5
No	12	—
Have [illegible] it	40	—
	100 %	100 %
Total People	(25)	(88)

Reasons Yes, if No

Not Interested	5%	
Wouldn't have time	20	
All others	—	
Don't know, no comment	—	
	100 %	
Total People	(5)	

12. Is there any kind of information about the Navy [illegible] you don't [illegible] you, that you would like to have? [illegible] see more, have been [illegible]

No	60 %	92 %
Yes	20	80
No opinion, don't know	20	8
	100 %	100 %
Total People	(25)	(88)

What kind of information, if "Yes"

	Participating	Non-participating
Would like a guided tour through establishment	60 %	100 %
Would like to read about it	20	50
See things they do	40	50
all other	20	12
	140 %*	212 %*
Total people	(5)	(14)

13. Where do you get most of your information about the Navy , locally?

Naval personnel	72 %	4 %
People in general	8	16
Newspaper	4	--
Observation (from what I see)	4	8
Just guess	--	28
Other sources	12	8
No source, I get no information	--	36
	100 %	100 %
Total People	(24)	(24)

14. Do you think that companies in your community, which are operated by local people are more interested in the community than the Navy?

Yes	16 %	64 %
No	24	4
The same	36	12
No opinion, don't know	24	20
	100 %	100 %
Total people	(24)	(24)

Reason why, if "Yes"

Interested in welfare of own community	50 %	43 %
Would know people better	25	18
Only natural for people to be interested in own town	--	34
Most of their employees are local people	25	22
Must maintain good relations	25	6
	125 %*	123 %*

What kind of information is "true"?

	Participating	Non-participating
Would like a guided tour through establishment	40 %	100 %
Would like to read about it	20	50
See things they do	40	40
All other	20	10
Total people	140 % (5)	210 % (14)

13. Where do you get most of your information about the city . local?

Usual personnel	75 %	8 %
People in general	0	16
Newspaper	8	—
Observation (Free what I see)	8	8
Just guess	—	25
Other sources	13	0
No source, I get no information	—	16
Total people	100 % (24)	113 % (25)

14. Do you think that co-eds in this community, which are governed by local people are more interested in the opposite sex here?

Yes	24 %	0%
No	20	8
The same	24	12
No opinion, don't know	32	80
Total people	100 % (25)	100 % (25)

Interest in "Town"

Interested in welfare of own community	40 %	92 %
Would know people better	20	24
Only regard the people to be interested in town	—	36
Most of their acquaintances are local people	24	20
Just watched over	12	8
Total people	100 % (25)	128 %

15. How do you feel about the amount of participation that "Navy people" engage in?

	Participating	Non-participating
Is it:		
Just right	12 %	--
Too much	--	--
Not enough	68	92
No opinion	16	8
Other answers	4	--
	100 %	100 %
Total People	(24)	(24)
Reasons why, if not enough:		
It is every citizen's duty to act and "Navy people" are citizens	25 %	50 %
There is a great need for active citizens	50	23
Democracy will die on the vine unless more people are active in community affairs	25	29
Voluntary participation is the keystone to our democracy and there never is enough	12	13
Accepting benefits of town, should help	50	19
	162 %*	134 %*
Total People	(16)	(22)

16. (a) What kind of activities are appropriate for Navy people to engage in?

Church activities
PTA
Fund drives
Charity (Social) work
Service clubs
Scouting
Cultural & Entertainment Groups
Youth Activities
Athletic teams
Civic betterment Leagues
Taxpayer's Association
Garden Clubs
Political activity

15. How do you feel about the amount of participation that "busy people" engage in?

	Participating	Non-participating
Is it:		
Just right	12 %	--
Too much	--	--
Not enough	68	92
No opinion	16	8
Other answers	4	--
	100 %	100 %
Total people	(31)	(38)

Accepting this, it may prompt:

It is every citizen's duty to act and "busy people" are citizens	26 %	50 %
There is a great need for active citizens	23	13
Democracy will die on the vine unless more people are active in community affairs	23	24
Volunteerism participation is the keynote to our democracy and there never is enough	12	13
Accepting benefits of young; simply help	3	13
Total people	100 % (35)	100 % (23)

16. (a) What kind of activities are acceptable for busy people to engage in?

Church activities
PTA
Food drives
Charity (Social) work
Service clubs
Scouting
Cultural & Entertainment groups
Youth Activities
Athletic teams
Civic betterment leagues
Teacher's Association
Garden Clubs
Political activity

(b) What kind of activities do you consider inappropriate for "Navy people" to engage in?

	Participating	Non-participating
Politics (holding office)	24 %	36 %

Reason, why:

Too controversial a position to maintain
Couldn't hold both jobs down as
Both demand loyalty to office
There are enough civilians available.

17. Is there more participation by officers and their families, or enlisted men and their families?

Officers	54 %	12 %
Enlisted	12	4
The same	26	12
Don't know	8	72
	100 %	100 %
Total People	(24)	(24)

18. Does the community provide opportunities for the Navy families to participate in community affairs?

Yes	8 %	4 %
No	64	48
Sometimes	16	12
Don't know	12	36
	100 %	100 %
Total People	(24)	(24)

If "No", why not?

Never think about it	33 %	30 %
Preoccupied with own activities	17	25
Old New England town feel overtures should be made to us	65	42
All others	13	12
Don't know	17	13
	145 %*	122 %*

(b) What kind of activities do you associate [illegible]
for "busy people" to perform [illegible]

[illegible] participating Non-participating

offices (holding office) 8% 3%

Answer, Well:

Too controversial a position to maintain
Couldn't hold both jobs [illegible] as
Both demand loyalty to office
There are enough civilian [illegible].

17. If [illegible] participation by officers and their families, or affiliated [illegible] easily recognized?

Officers	0	3%
Enlisted	12	0
The same	86	12
Don't know	2	12
	100%	100%
Total People	(84)	(84)

18. Does the community provide everything for the busy individual to participate in community activity?

Yes	0 %	%
No	69	19
Something	14	13
Don't know	17	68
	100 %	100 %
Total People	(84)	(84)

If "No", [illegible] not?

Never think about it	33 %	30 %
Preoccupied with own activities	17	0
Old Pen Defined town		
Real overthrow should be made to us	0%	0%
All others	17	70
Don't know	17	0
	100 %	100 %

19. How long have you lived in the community?

	Participating	Non-participating
1 to 5 years	8 %	4 %
6 to 15 years	28	14
16 to 30 years	20	28
Over 30 years	44	54
	100 %	100 %
Total People	(24)	(24)

20. How do you like as a place to live?

Favorable comments	88 %	44 %
Unfavorable comments	12	56
	100 %	100 %
Total People	(24)	(24)
Favorable comments		
Always lived here, like it	36 %	16 %
Nice, friendly people	54	12
Country atmosphere, nice scenery	36	--
Wonderful place to raise children	72	--
Geographic Location	40	54
Good schools	36	12
Good town administration, taxes reasonable	12	4
Good place to work, steady jobs	60	44
General comments (like it, wouldn't live any place else)	20	12
	366 %*	154 %*
Unfavorable comments		
Poor schools	8 %	16 %
High tax rate	16	72
Don't like small town living	4	12
Parking situation very bad	16	12
Geographic location	12	16
Lack of recreational facilities	8	24
Shopping poor, stores not good	20	8
General comments (don't like it.)	4	24
Poor town administration	12	16
	100 %	200 %

19. How long have you lived in this community?

	Participating	Non-participating
1 to 5 years	8 %	%
6 to 15 years	28	
16 to 30 years	(3)	
(over 30 years	(1)	
Total People	(25)	(24)

20. How do you like ___ as a place to live?

Favorable comments	(6) %	%
Unfavorable comments	%	
Total People	(25)	(24)

Favorable comments

Always lived here.	24 %	%
like it		
Nice. Friendly people	12	
Country atmosphere.	--	
Nice scenery	8	
Wonderful place to	--	
Quite different	12	
Convenient location	16	
Good schools	36	
Good town administra-		
tion. Seems responsible	12	
Good place to work.	4	
Many jobs	16	
Central community (like		
it, wouldn't live any		
place else)	(6) %	%

Unfavorable comments

Poor weather	8 %	%
Nice but not	16	
Don't like small town	4	
living		
Parking situation very	20	
bad		
Unsuitable location	12	
Lack of recreational	8	
facilities		
Shopping poor, stores	20	8
not good		
General comments (don't	4	
like it.)		
Poor town administration	(3) %	%

21. (a) What is the wartime role of the Navy? the peacetime role?

	Participating	Non-participating
Correct (or closely correct)	75 %	45 %
Incorrect	8	29
No opinion, don't know	17	24
	100 %	100 %
Total People	(24)	(24)

(b) How did you get the correct information?

Heard it in a speech	83 %	10 %
Read in magazine or newspaper	22	54
In conversation with naval personnel	33	36
Other answers	--	10
	138 %	110 %*
Total People	(18)	(11)

21. (a) What is the voting role of the Party? Is participation rolo?

	Participating	Non-participating
Consent (or closely connect)	75 %	45 %
Indifference	8	25
No opinion, don't know	17	30
Total People	100 % (25)	100 % (25)

(b) How did you get the correct information?

Heard it in a speech	83 %	10 %
Read in magazine or newspaper	22	5%
In conversation with local personnel	33	20
Other answers	--	70
Total People	138 % (16)	110 % (11)

APPENDIX C

The attached booklet gives a picture of what General Motors plants are doing in an effort to fulfill their responsibilities as industrial citizens.

It gives 67 typical case examples of what GM plants have done to further earn the respect and confidence of their neighbors. The "case histories" serve as a sort of community relations handbook written by GM plant management for GM plant management.

I thought you might be interested in our treatment of this community relations material.

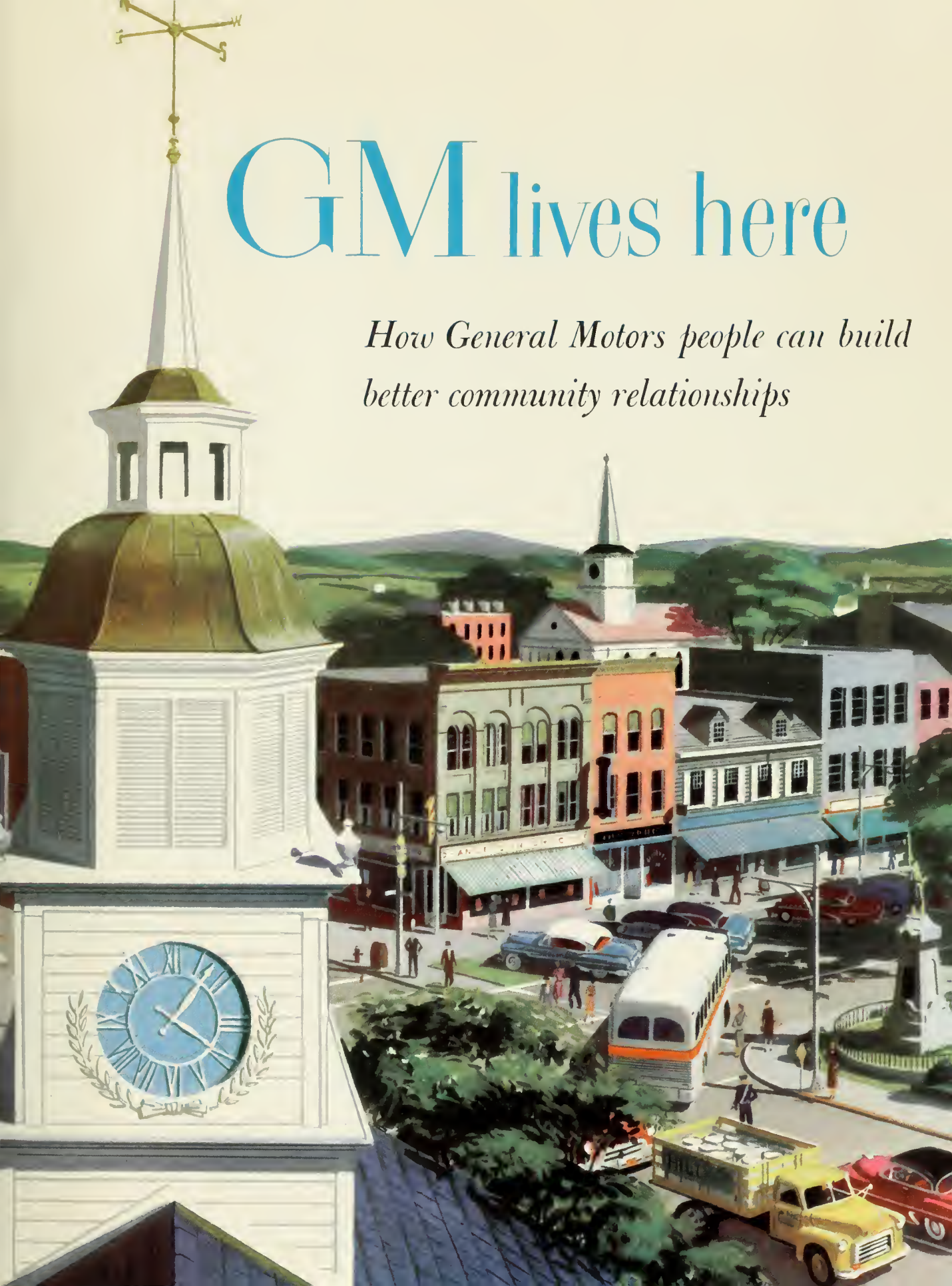
Paul Garrett

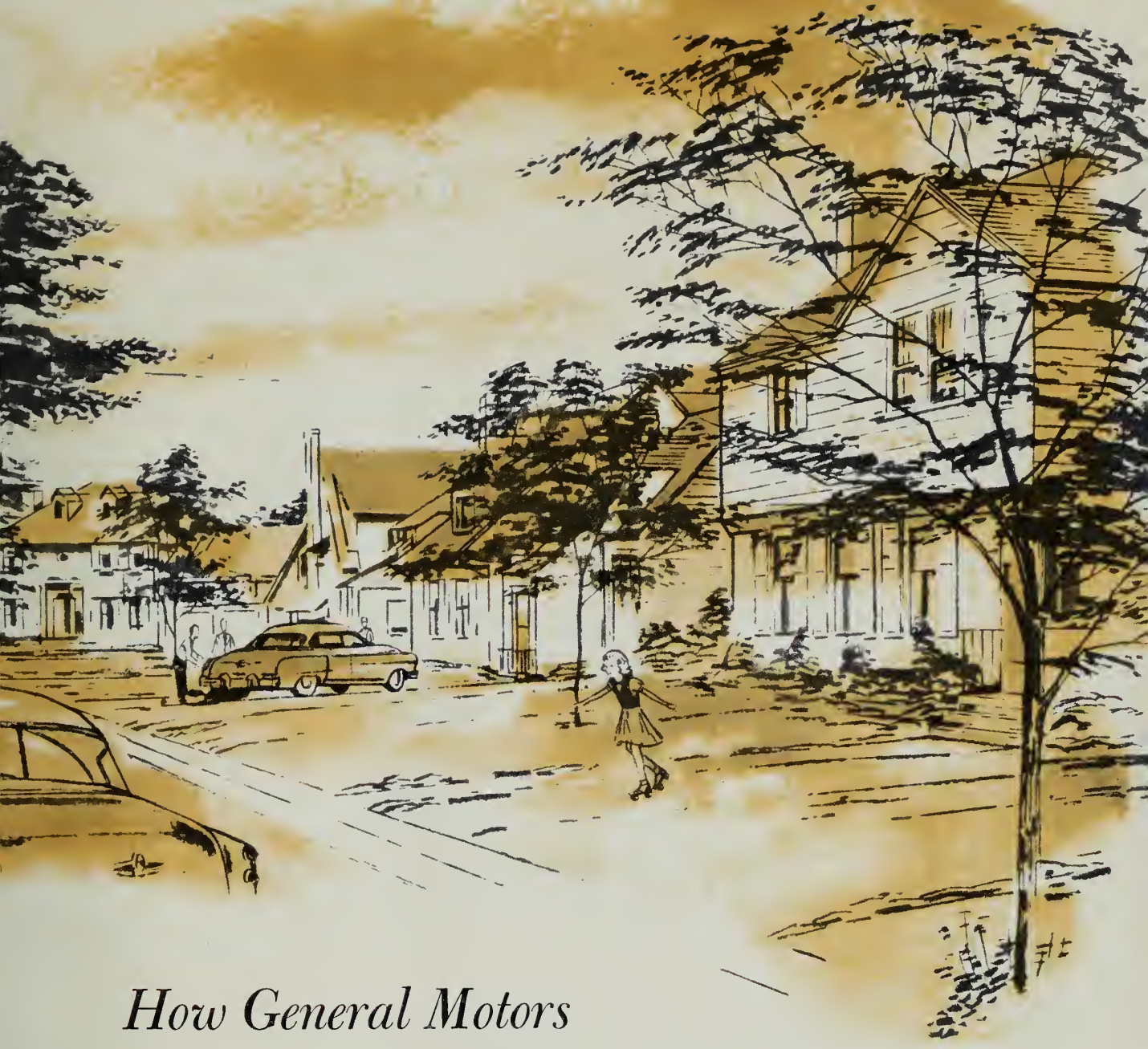
VICE PRESIDENT

GENERAL MOTORS • DETROIT

GM lives here

How General Motors people can build better community relationships





How General Motors people can build better community relationships in Kokomo.

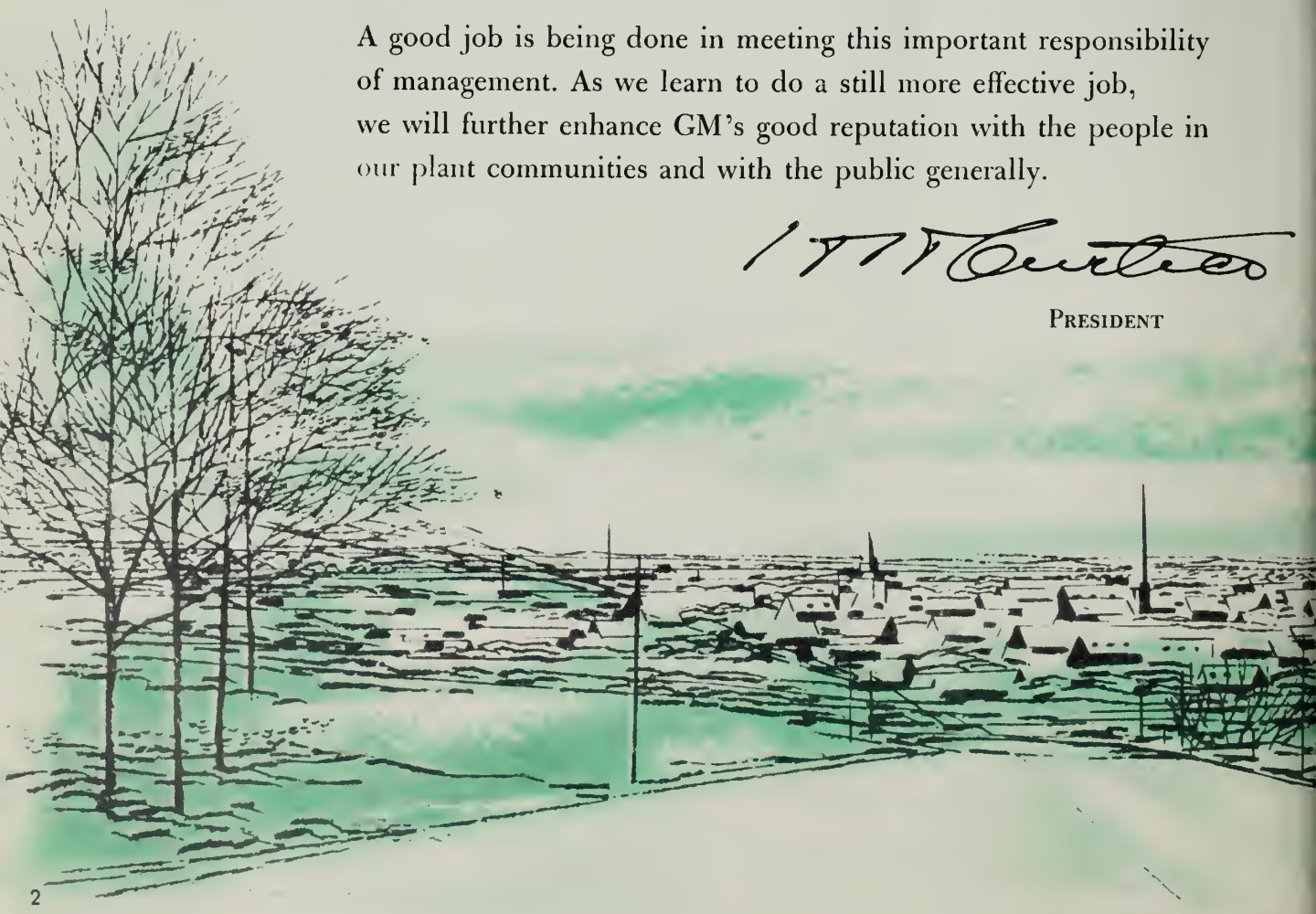
There is no magic formula for success in building good relations with people in any community. It is a matter of good conduct in what you do and say. In a large organization like General Motors, it is important that every man and woman understand his or her responsibility in this regard.

We all recognize, naturally, that the foundation of respect for an organization is the quality it builds into its products and the kind of services it renders.

But beyond that, the management of General Motors for many years has sought through its people to be a good neighbor in the plant community. This policy was set forth in a resolution adopted by the Operations Policy Committee, January 27, 1947, which stated: "... apart from any personal responsibility as a citizen of the community in which he resides, every corporation and divisional executive has an obligation to help maintain the position of General Motors as a good responsible citizen of the community..."

A good job is being done in meeting this important responsibility of management. As we learn to do a still more effective job, we will further enhance GM's good reputation with the people in our plant communities and with the public generally.

PRESIDENT



Many years ago it was recognized in General Motors that good relations outside grow from good relations inside. What people think of us within our own organization, and in the communities where we operate plants, moulds the opinion of General Motors held by people over the nation.

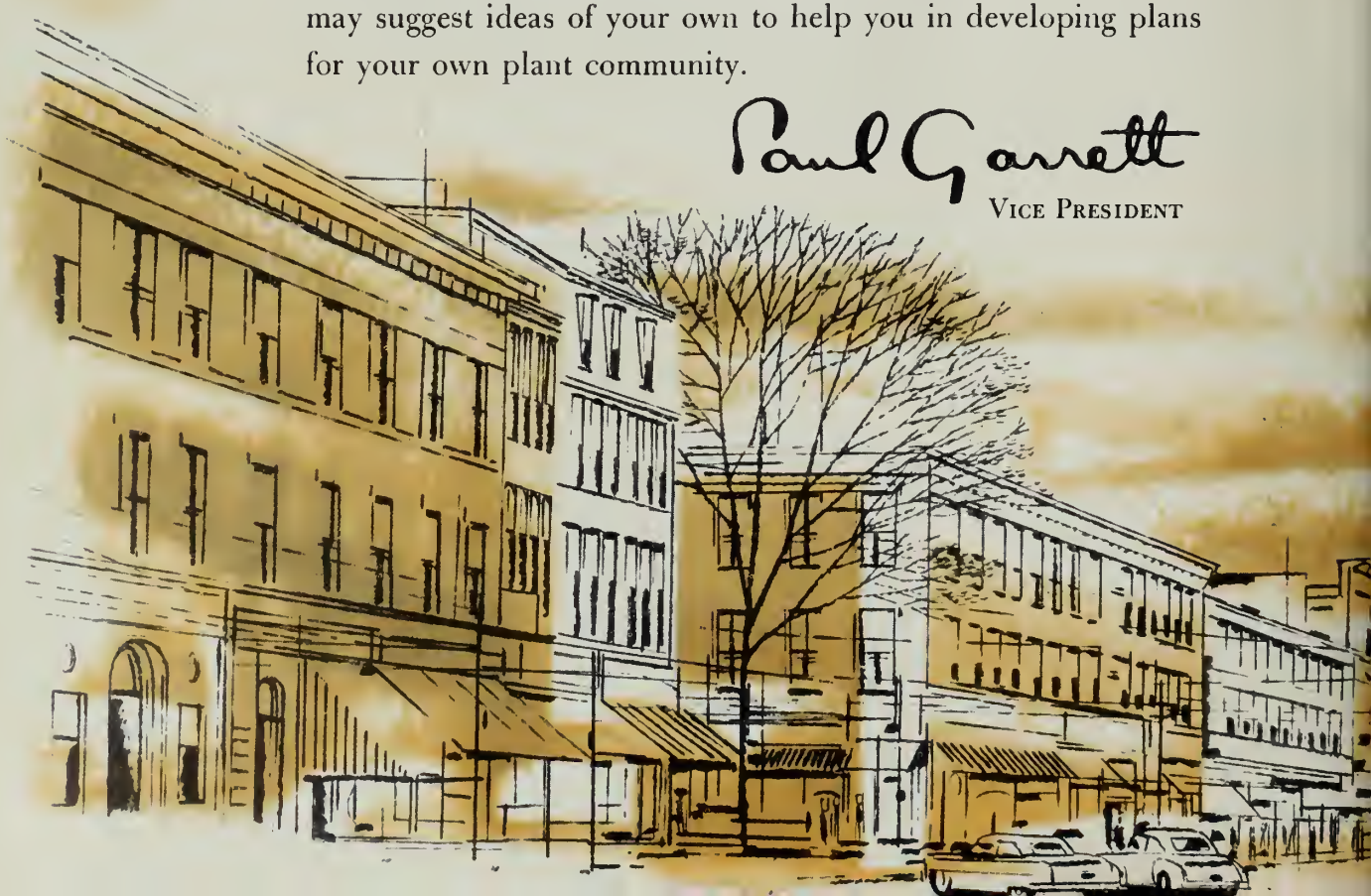
It has been the stated policy of General Motors to encourage local management to conduct its daily operations so as to earn for General Motors the reputation of being a good place to work and a good organization in the community.

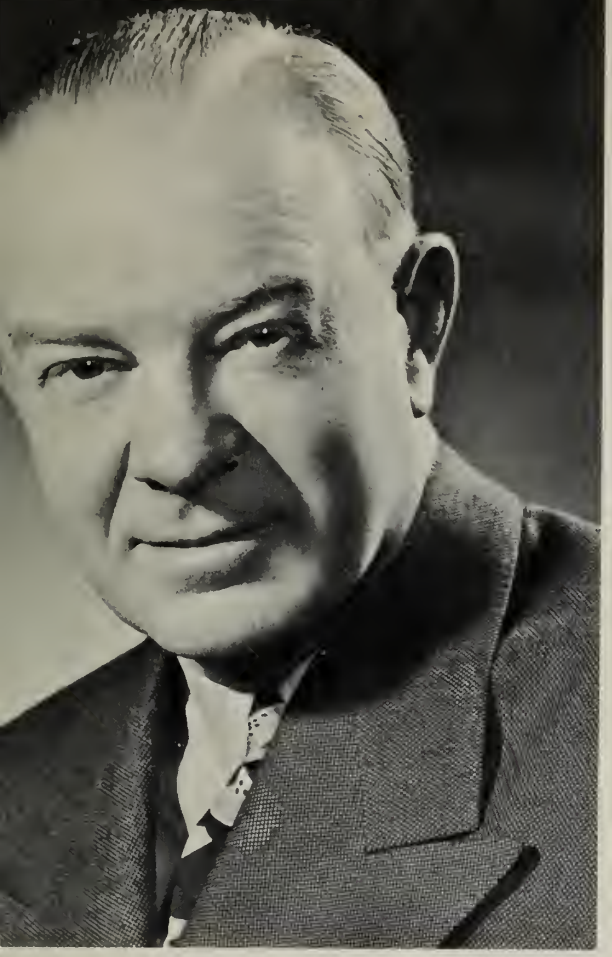
Through the Plant City Committees and in other ways, GM local managements in their different plant communities over the country have made substantial progress toward these objectives. On their own individual initiative, and drawing on the resourcefulness of the organization, GM divisional and plant executives have developed many new and effective ideas and projects in this area.

In a very real sense, this booklet was written by GM management in the various communities where we operate plants. It is a compendium of 67 case examples of concrete things one or another GM plant has done to build good relationships in the local community. These examples are presented purely as thought starters in the hope they may suggest ideas of your own to help you in developing plans for your own plant community.

Paul Garrett

Vice President





" . . . Yet GM is a 'local story.' The people in a plant community see General Motors focused through the plant and the people who work there . . . "

GM—A Local Story

see opposite page

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"Successful community relations is dependent, of course, upon the plant personnel maintaining a genuine interest in the life of the community . . . "

It's The Job Done

turn to page 11

•

" . . . General Motors, in other words, is people and – people make news . . . "

Building Good Press Relations

turn to page 16

•

" . . . There is a natural curiosity on the part of the public about business in general, and about particular phases of business activity . . . "

Tell The GM Story

turn to page 19

•

"In general, there are two ways of developing community interest in the General Motors plant . . . "

Taking GM To The Public

turn to page 23

Bringing The Public To GM

turn to page 27

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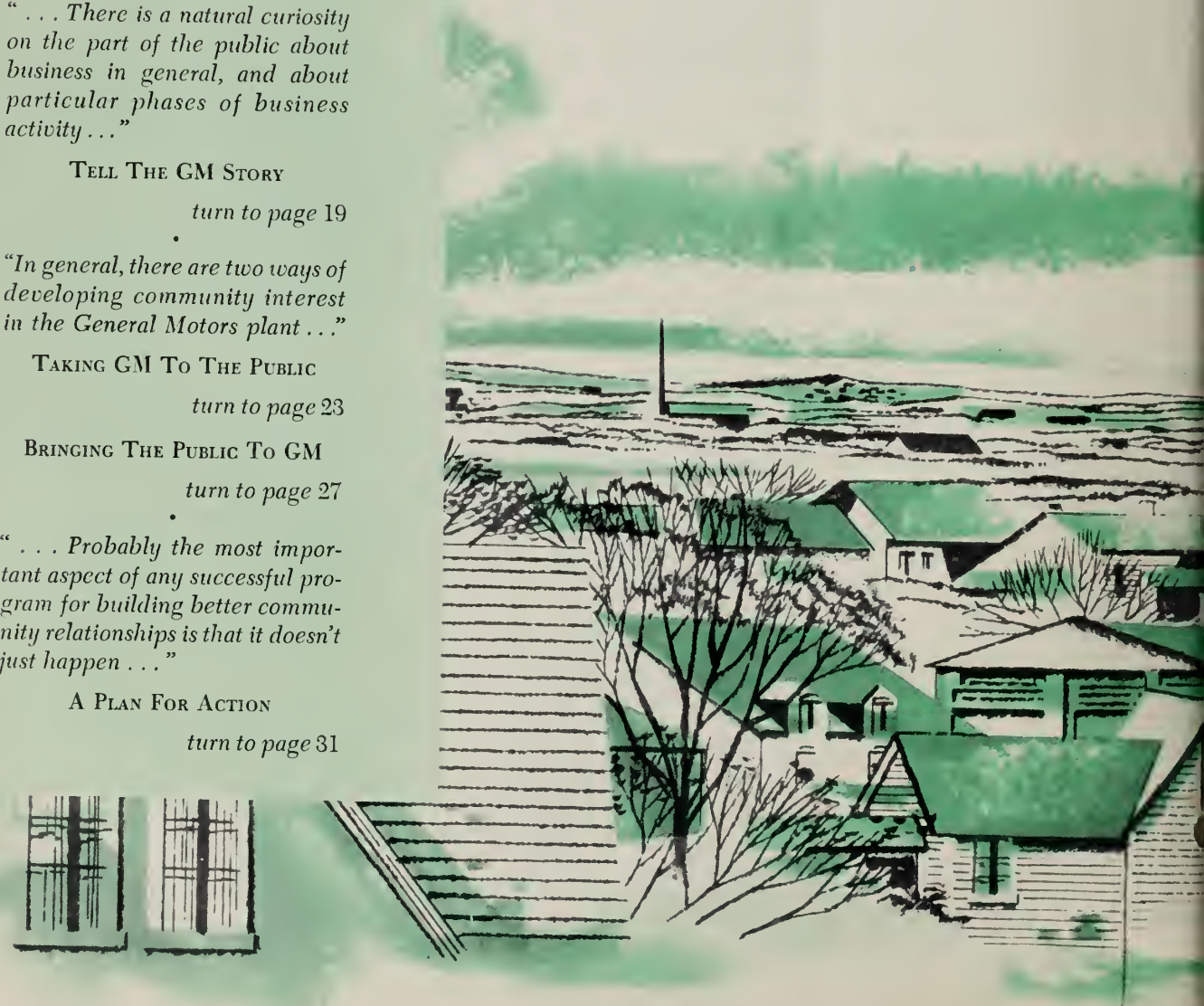
" . . . Probably the most important aspect of any successful program for building better community relationships is that it doesn't just happen . . . "

A Plan For Action

turn to page 31

GM – a local story



GENERAL MOTORS plants and operations are all over the world. Yet GM is a "local story." The people in a plant community see General Motors focused through the plant and the people who work there.

That's why this is a "case history" book. Every suggestion in it is an experience of some General Motors plant.

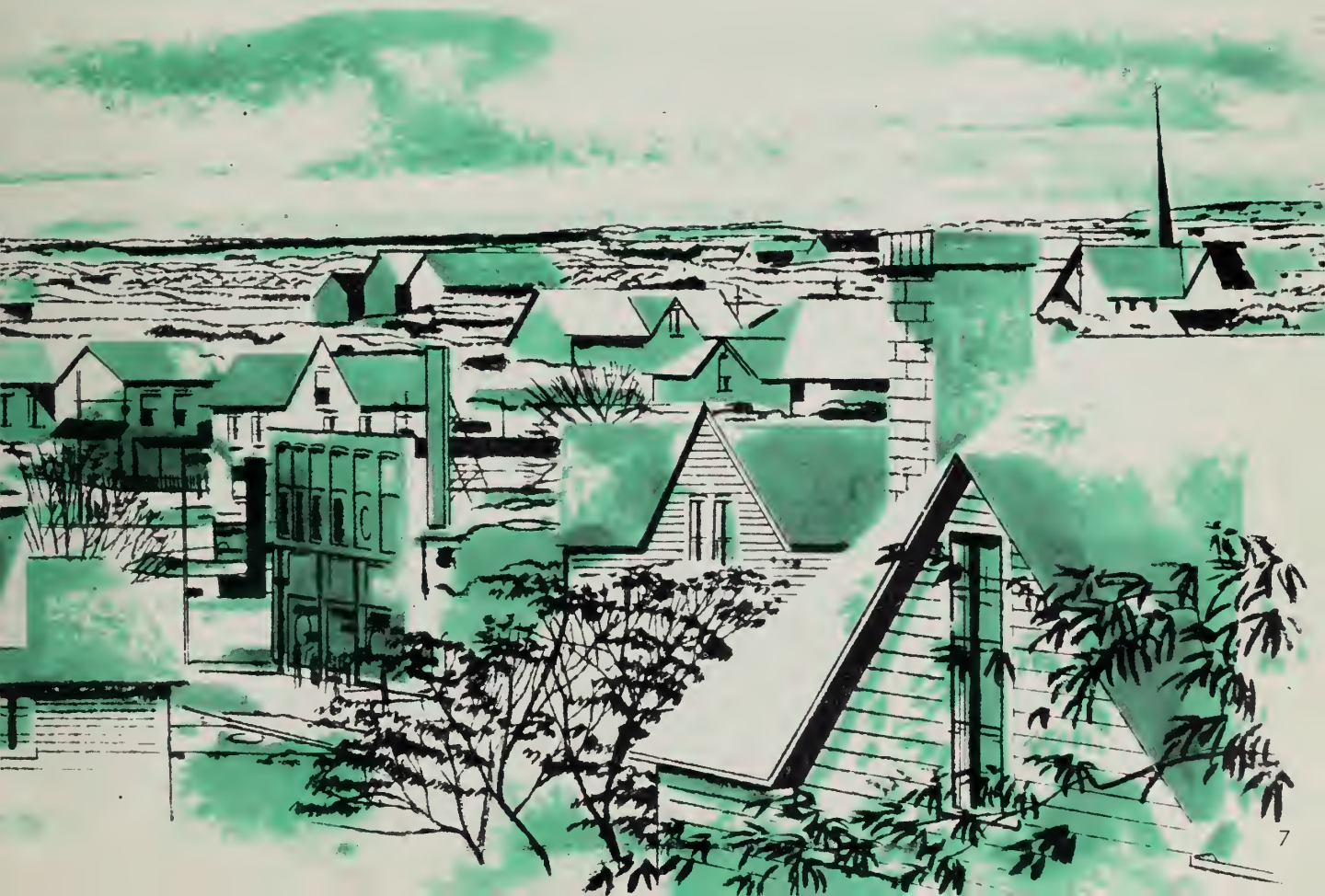
Cities may differ, but by and large every plant community is a representative cross section of the American public. As a matter of fact, each community is composed of a great many "publics" or groups, each with its community of interests. Such groups include teachers, clergymen, businessmen, students, housewives, doctors, and many others.

Basically, how each individual views General Motors is determined, for the most part, by his contacts with those who represent the organization locally. His attitude toward General Motors is influenced by opinions expressed by GM employes, by how well divisional and plant management responds to civic responsibilities, and by how well management conducts operations with regard for good industrial citizenship.

Unfortunately, individuals frequently are exposed to influences that undermine good community relationships. These are the forces of rumor, idle gossip, misinterpretation, and misinformation. Success in meeting such negative influences depends, first, upon developing a good program of community relations and, second, upon getting the help of everyone in the organization in carrying on that program.

It's a way of living

IT'S IN the local community that General Motors is recognized as people—men and women who daily perform the tasks that keep production moving at the General Motors plant.



It has been recognized by General Motors' management that an organization's people—working together as an effective team—largely determine success or failure. Recognition of this fact resulted in establishment of the following principles to guide the daily operations of GM:

1. *Put the right people in the right places*
2. *Train everyone for the job to be done*
3. *Make the organization a coordinated team*
4. *Supply the right tools and the right conditions*
5. *Give security with opportunity, incentive, recognition*
6. *Look ahead, plan ahead . . . for more and better things*

GOOD COMMUNITY RELATIONS is a way of *working and living together.* It is a program of building and developing the business with local good will. Community relations means being a friendly part of the plant community—thus making it a pleasanter place in which to live and work.

Being a friendly part of the community entails:

Participating in civic affairs

Belonging to and being active in business and service associations

Cooperating with local authorities in meeting community-wide problems

Using local sources of supply wherever possible

It also includes:

Sponsoring youth activities

Promoting the educational and cultural life of the community

Making, where practical, meeting room facilities available to community groups

Participating in local government

THE PLANT COMMUNITY is the supplier of General Motors' most important asset—its people. Working five eight-hour days a week, the typical General Motors employe spends 27 per cent of his time in the plant. The other 73 per cent of his time he spends *outside* the plant. Anything that plant management can do, therefore, to improve community environment obviously benefits the organization. That's one good reason for practicing good community relations. But there are others.

One of the most important of these is developing a supply of local good will that can be drawn upon should an emergency arise.

For example:

DURING THE 1951 and early 1952 material shortages, an eastern General Motors plant had to lay off several hundred employes —an unpleasant task in a small community that had seen other major industries move, or threaten to move. Moreover, similar layoffs by companies in nearby communities had been criticized severely.

In the GM community, however, there was no public criticism—no expression of resentment. The editor of the local newspaper credited the plant manager for the town's understanding acceptance of the layoffs.

Contributing to the spirit of understanding was the way in which the layoffs were announced. The plant manager, in advance of the layoffs, called in representatives of the newspapers, chamber of commerce, and local government. He explained the contemplated action and the reasons for it. This headed off false rumors and softened the blow when the action finally was reported in the press.

But there was another factor, built up over a period of years, that played an important role that day:

Commenting editorially, the local newspaper pointed out that the plant manager, through his "*leadership and active participation in all worth-while community affairs,*" had earned "the respect, friendship and confidence of the residents." The town knew, the editorial said, that "every man was laid off unwillingly."

GENERAL MOTORS people have compiled outstanding records for leadership in civic affairs. For example, many members of GM management have served in such positions as:

- President of the Chamber of Commerce; president of the Kiwanis Club; president of the area council of the Boy Scouts; chairman of Junior Achievement
- Vice president of the state Chamber of Commerce; vice president of the local Chamber of Commerce; a director of the Y.M.C.A., Community Chest, and Red Cross
- Chairman of the Red Cross chapter; president of the housing commission
- President of the city museum; president of the Chamber of Commerce
- President of the Board of Education; vice president of the state association of school boards; city commissioner

A pat on the back

THE VALUE of participation in civic affairs is far reaching. Here's an excerpt from a letter to a division general manager, following a plant tour and program arranged for a group of college students. Written by the head of the department of industrial management of a midwestern university, the letter reads, in part:

> "*I was particularly interested in your introduction . . . as a businessman, civic man and a church man. It was an inspiration to many and to the young people that you are interested in all three activities. Would that more businessmen would set similar examples for young people to follow.*"

An editorial in a plant city paper had this to say when a GM executive in the community, noted for his active participation in civic affairs, was promoted to general manager of another GM division: "Each time General Motors officials select a (fellow townsman) for a new position of trust and responsibility they offer a pat on the back to this community and to General Motors' local interests."

It's the Job done

SUCCESSFUL COMMUNITY RELATIONS is dependent, of course, upon the plant personnel maintaining a genuine interest in the life of the community—through such activities as: The plant manager serving as chairman of the hospital fund drive; the stamping machine operator being on the P.T.A. program committee; the fellow from the accounting department speaking before the Lions Club; the assistant plant manager helping to plan the Legion parade; the girls in the plant ushering at community concerts; the courteous answering of telephones; the pleasant, thoughtful reception of visitors. All such efforts make important contributions to good community relations.

In action, community relations also includes:

A NORTHERN city plant getting its 175-foot smokestack near the airport designated as the official one-mile visibility marker. The plant maintains illumination on the stack according to official standards.

A midwestern plant grading the grounds for an adjacent school and contributing equipment for a playground.

Hiring a local voice teacher to train children of employes for a community choir to give free concerts at Easter and Christmas.

A GM plant manager and his staff making suggestions on the design and construction of a local hospital to meet community needs at a cost the community could afford.

Draining low spots on the property of a southern plant, thus earning community gratitude for eliminating a mosquito breeding ground.

Developing workshops for students competing in the Fisher Body Craftsman's Guild Competition—providing tools, materials at cost, and offering local awards.

Providing speakers for high school "Career Days" to give guidance to students to help prepare them for college or for jobs in industry.

Heating and ventilation engineers of a midwestern GM plant checking heating plant of a local school, recommending improvements and ways for more economical operation.

In many cases, good community relations involves "having a good ear to the ground" —anticipating and acting upon community reactions to situations that develop in the course of the plant's activities.

For example:

Executives of a GM plant near a large southern community received word that residents were preparing to go before the City Council to request that trucks serving the GM plant be barred from going through the residential district. Consultation between the trucking company and plant officials succeeded in rerouting the trucks, thereby avoiding ill will that would have been engendered had public action been necessary. Plant management received many fine letters of commendation for their public-spirited attitude.

Management of a new plant, to be built in an area not yet zoned for heavy industry, developed an unusual fact-telling program to win approval of the project from people in the immediate neighborhood. The layout of the new plant—architecture of the building, landscaping of the grounds, and plans for employe parking facilities—were portrayed in a slide film presentation. This was shown to every interested group in the community, supplemented by newspaper publicity. The presentation also outlined plans for future expansion and developed the importance of the plant to the neighborhood—what the new plant would mean in payrolls, business for local merchants, and as a new tax source to bear a share of the cost for new, sorely needed school buildings. The plant won its appeal for re-zoning and, in a special referendum, the re-zoning proposal, *put on the ballot at the insistence of plant management,* carried by an overwhelming majority.

A similar presentation could be used by any plant as part of its program for special group visits, pointing out the plant's role in the community, and how it contributes to a higher standard of living—locally and nationally.

Good neighbors at work

DURING the 1950 coal strike, a midwestern hospital was in critical need of coal. The local GM plant was in a tight spot itself, but decided that with careful management, its yard supply could last 27 days. The manager of the plant sent two carloads of coal to the hospital—quietly and unheralded by publicity. But the spirit of community service was recognized and deeply appreciated by the hospital authorities.

On the other hand, another GM plant manager was called upon by a committee from a local recreational organization that was seeking similar help during a coal emergency.

After reminding them that he strongly believed in the organization and was a contributor to it financially, the plant manager told his visitors the plant coal supply was abnormally low, and asked:

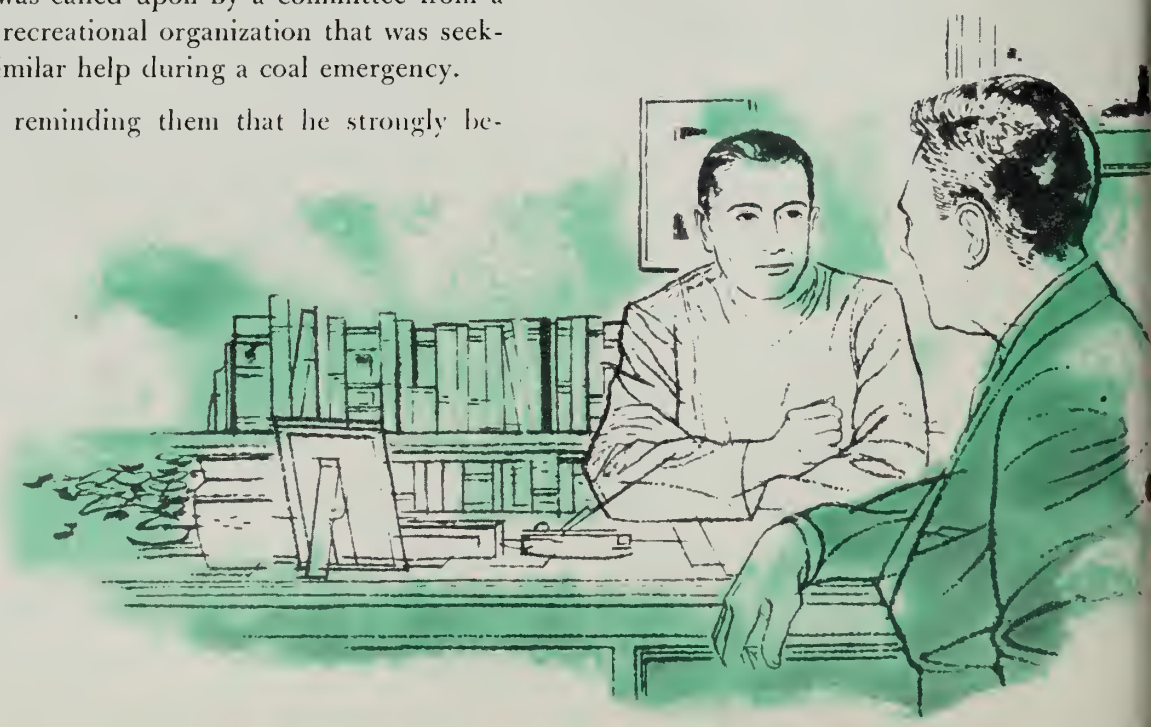
"Which is more important, to assure work for several thousand men, or to continue a recreational program?"

They saw it his way.

When the fund-raising campaign committee for a hospital asked the local GM general manager to help in the drive for funds, he could have made his own financial contribution, perhaps solicited a few others, and felt with all sincerity that he had met his obligation.

But a financial contribution is not the only way to assist and not always the most valuable, as he proved.

After listening to their plans, he pointed out that each of the town's hospitals eventually would need the same kind of help. "Why not," he asked, "put on one consolidated campaign? Aim for more money, solicit the citizens only once for the hospitals, and *help all the hospitals now.*" The committee accepted the suggestion. He and his associates got behind the drive. It was a complete success and, as the local newspaper said, one of the most valuable contributions ever made to the community.



REQUESTS FOR financial aid are frequent. Obviously, not all can be met. This was dealt with in a policy letter to general managers December 8, 1949:

> "*. . . it should be recognized that General Motors should bear a reasonable share toward the support of worthy and worth-while public welfare organizations on a basis commensurate with total local employment and the value to General Motors either directly or indirectly.*"

Two unusual ways of making worthy civic contributions have been found by GM plants in a midwestern city: cooperating to finance a residency in industrial medicine and also an industrial medicine library in the city's general hospital.

VALUABLE assistance is given local welfare organizations by GM plants in many ways besides direct cash contributions.

Examples:

Building two Little League baseball diamonds on company property, complete with backstops and bleachers.

Cooperating with Junior Achievement officials in developing a city-wide Junior Achievement program.

Sponsoring 21 Boy Scout troops (by five plants in community) and two Girl Scout troops (by one of the plants).

Making auditorium available for use of the Red Cross and similar organizations.

Providing salvage material and machinery for local schools.

Furnishing 10 trucks to assist in gathering salvage material in city-wide campaign.

Loaning backdrops, platforms, lights, and other meeting props to local welfare organizations.

Making employe park and playground available on weekdays during summer to local Boys' Club.

Building Good Press

EDITORS KNOW that the most interesting stories in their papers are the ones about people. That's why they always welcome releases and pictures of hometown employes who are promoted, feted for long company service, or who receive awards for suggestions. Retirements are also news, and so are journeymen certificates given at the end of apprenticeship periods, and "old-timers" dinners. General Motors, in other words, is people and—*people make news.*

Here is a typical release that serves to strengthen local identification:

From:
(Name of Division) For Immediate Release

Promotion of John B. Smith, 31, of 1616 Main Street, to foreman in the parts warehouse at (Name of Division) General Motors, was announced this week.

Mr. Smith, who joined (Name of Division) in 1947, is a member of (church and clubs) and is active in (civic activities such as the Red Cross, Community Chest, etc.).

Mr. Smith served in the Navy during World War II, as a Machinist's Mate, 1st Class. His hobbies are fishing and all active sports, and he was a member of the plant's undefeated softball team last summer.

He and his wife Barbara, have two daughters, Irene, 8, and Joan, 4, and a son, John, Jr., 6.

Relations

A constant flow of news stories, such as this one, keeps the division and General Motors continually identified with individuals who *live next door* or *go to the same church* or *belong to the same organizations* as the local newspaper reader. Such stories contribute much toward making the plant, division and General Motors an *integral part* of the local community.

One of the most important aspects of press relations is answering questions from newspapers, radio and television. It is an easy matter to develop good relations with reporters and editors—by answering promptly and reliably.

Reporters and radio commentators want as much information as they can get and they want it as quickly as possible. Most editors endeavor to tell both sides of a story involving controversy. They deal in facts, though, and only can use the facts that are at their disposal. They frequently are pressed to meet a deadline. If unable to reach someone in authority at the plant, they may disregard the plant's side of the story.

That's why it's important to *designate a responsible executive* to handle press, radio and television contacts.

Sometimes reporters and commentators cannot be given the information they seek for security or competitive reasons. If so, it's better to tell them such information is not available and give them the reasons why.

Good press relations can often nip in the bud a misunderstanding that, allowed to continue, might cost the division and General Motors a tremendous amount of good will. For instance:

Some time ago people in an eastern seaboard county were irritated over inability to get deliveries on a certain General Motors automobile. Their irritation was increased by the daily sight of a huge lot filled with the much-sought cars.

One day the editor of a local newspaper called a General Motors executive, told him rumors were spreading that the domestic automobile shortage was "a phony," that "automobile companies like General Motors are deliberately holding up delivery of new cars to intensify demand."

"I know you don't operate that way," he added. "So what's the explanation?"

The explanation was that the field-full of cars was designed for export. The steering wheels were on the wrong side for use in this country. Their movement was being held up by legal restrictions.

That paper and all the others in the county carried the story prominently. Good press relations ended the problem before it became serious.

Your editorial neighbors

IN BUILDING good press relations it's important to become acquainted with members of the working press—managing editors, city editors, columnists, reporters, and photographers—those who gather and edit the day's news. In the case of radio—the station manager, program director, special events director, news editor, and commentators.

A good way to get better acquainted is to invite them for a day at the plant—have lunch, see new installations, see what's going on.

Some plants, for example, put on regular press luncheons or dinners two or three times a year. Top management attends and answers any questions the newsmen might have. But the fundamental purpose is just to get better acquainted—enjoy good fellowship.

Another plant, proud of its facilities for employe recreational activities, has for two years invited editors of all nearby community newspapers to an "Editors' Shoot." Trapshooting events are held at the range on plant grounds, with prizes and dinner as the climax.

The important things in developing good press relations are:

Knowing and understanding press and radio people in the area.

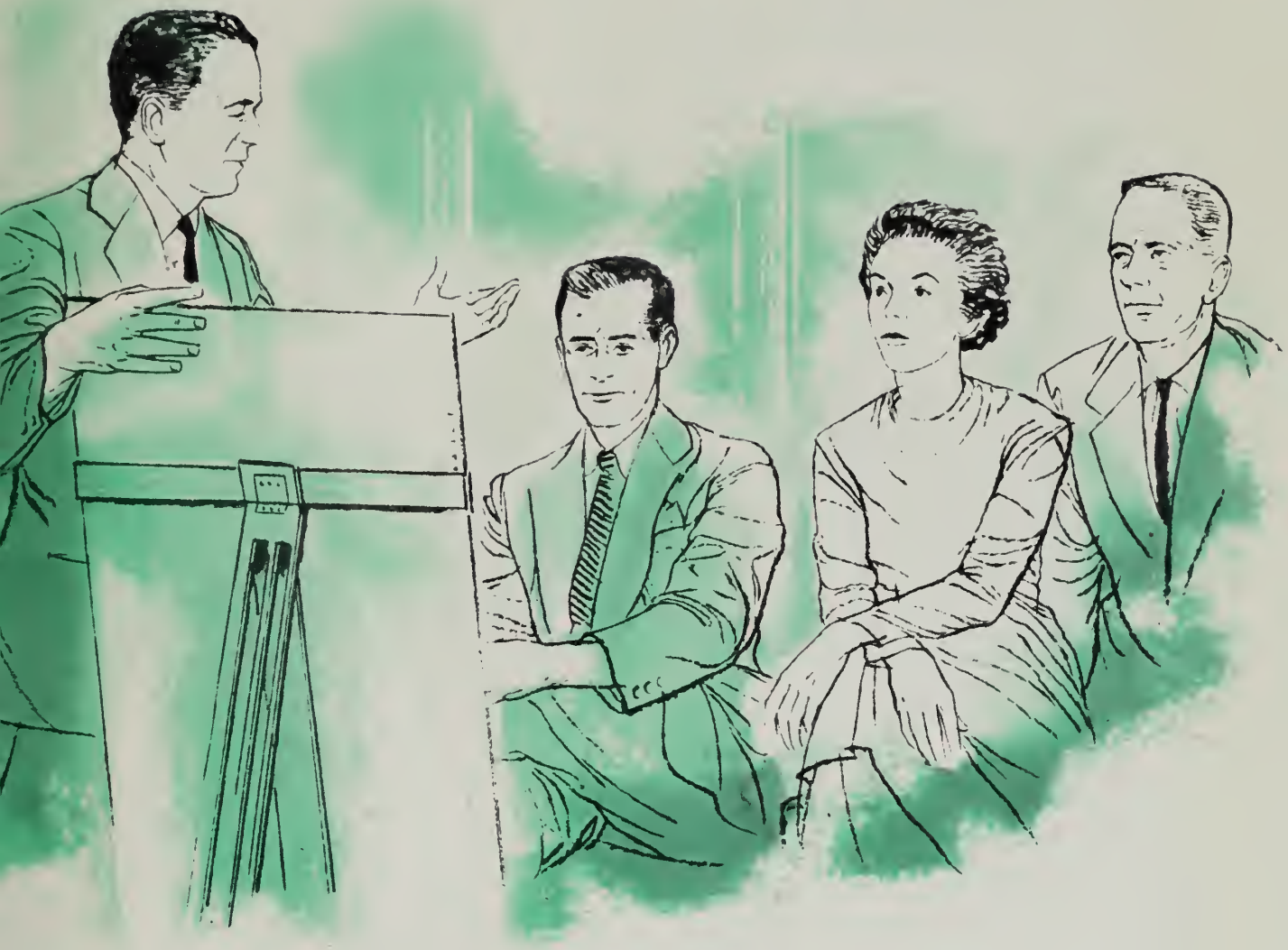
Preparing and furnishing news releases, and pictures where possible, on newsworthy events.

Developing a reputation for prompt, adequate replies to requests for information.

Keeping up regular contacts with newsmen and radio and TV commentators.

Putting the press on the mailing list for educational materials, reprints of speeches, and other useful information.

Tell the GM story



A FEW YEARS AGO, one of the opinion polls came up with the startling revelation that most high school seniors thought:

Profits of typical corporations are five to ten times the actual figures.

The owners of a business take a much greater share of the sales dollar than employes.

That's why an audience of teachers in a mid-western city expressed appreciation recently when a GM executive gave them a talk based on "The Story Behind the Figures."

He adapted the presentation to fit the local situation and re-phrased a large part of it to fit his own style of speech.

When he talked about the share of the GM

sales dollar spent for material, he indicated how many suppliers—big and small—shared in the local plant's yearly purchases.

When he spoke of the share of the annual sales dollar that went to employes, his audience realized the size of GM's yearly contribution to local purchasing power.

And when he told them how much General Motors paid in taxes, the implication was clear that part of this amount was paid locally by the division.

He didn't have to say it, the idea was there—General Motors makes an important contribution to the local plant community.

What to say:

WITHIN THE SCOPE of any GM plant's daily operations are scores of subjects that would provide good speech material for a large variety of audiences. Everybody is interested in what his neighbors are doing. There is a natural curiosity on the part of the public about business in general, and about particular phases of business activity. There is a strong desire for information.

The speakers' kit: "*Making Friends for GM in the Local Community,*" was designed to fill this need. Easy to handle, the kit contains seven presentations that are readily adaptable to local needs:

1. *The Story Behind the Figures*
2. *Labor Relations in General Motors*
3. *Employe Relations in General Motors*
4. *The Organization of General Motors*
5. *Engineering—An Opportunity for Youth*
6. *Let's Get Out of the Muddle*
7. *Ideas Create Progress*

The kit also contains digests of talks by GM men on various other subjects, copies of which are available upon request.

THE SEVEN PRESENTATIONS—some of which have accompanying sets of charts—provide the framework for talks that leave the speaker free to inject local material.

They include: an opening, aimed at getting the interest of any audience; suggested treatment of several points bearing on the subject; and a suggested close. In addition, each includes a bibliography of source material and sample news releases that can be used in the local press before and after the talk.

"*The Story Behind the Figures*" deals with the GM annual report to shareholders and gives the financial story of General Motors for the previous calendar year. It includes charts.

"*Labor Relations in General Motors*" describes the basic principles in GM's relationships with unions and includes charts portraying the steps in grievance procedures at GM plants.

"*Employe Relations in General Motors*" treats with GM's activities in maintaining good relations with employes and describes how the fundamental policy of recognizing employes as individuals is carried out.

"*The Organization of General Motors*" as the name implies, gives a thumbnail sketch of the business and how it operates. It, too, includes charts.

"*Engineering—An Opportunity for Youth*" treats with the present and future shortages of trained engineers.

"*Let's Get Out of the Muddle*" deals with the highway traffic problem and is designed to be used with or without showing of the motion picture of the same name.

"*Ideas Create Progress*" is a presentation on the General Motors employe suggestion plan. It provides an example of how, through explaining the philosophy and the operation of a GM activity, the speaker can interpret GM as a leader in technological progress and as a good place to work.

Where to speak:

OPPORTUNITIES to carry the General Motors' story to important local groups via the speaker's rostrum develop frequently. Opportunities to appear before business groups, service clubs, student groups, teachers, church groups and others should be welcomed. Some of these groups may be small, but the impressions made on them may be multiplied many times through the plant community.

Probably no subject has more universal appeal for business and service organizations than the traffic problem. A showing of the film, "Let's Get Out of the Muddle," generated so much interest and discussion in an eastern seaboard city that a request was made to the local GM Club for a talk on local highway problems. While avoiding the controversial issues involved, the talk pointed to some possible solutions of the city's congested traffic and stimulated action.

In a midwestern community, a showing of "Let's Get Out of the Muddle" attracted an audience of all the town's civic leaders and the principal officials of the city, township and county governments.

Chambers of commerce, young men's business organizations, Kiwanis, Lions, and Rotary Clubs, American Legion Posts and many other local service organizations are excellent audiences for a presentation like "Let's Get Out of the Muddle."

The presentation, "Engineering—An Opportunity for Youth," is a natural for high school and college students and for Parent-Teacher Associations, vocational counselors and adult groups interested in the opportunities for young people.

For audiences involving first-year high school students, effective distribution could be made of the booklet: "Can I Be An Engineer?" This booklet, available through the Department of Public Relations, is designed to acquaint the high school freshman with the opportunities that lie ahead in the field of engineering and with the high school studies he should pursue to equip himself for engineering work.

A midwestern plant protection chief has acquired an outstanding reputation for himself and his division on the basis of talks he delivers on fire prevention to various groups in the area. To women's clubs he talks about fire hazards in the home; for businessmen he adapts the theme to their offices, stores, or factories; and for school children he dramatizes the dangers of carelessness with inflammable materials.

A good group from which to recruit speakers for specific occasions would be local graduates of GM's Leadership Training course who have exhibited above-the-average speaking ability. Many graduates of this program already have formed "toastmasters'" clubs and similar public speaking organizations.

Taking GM to the Public

In general, there are two ways of developing community interest in the General Motors plant—taking the plant to the public, so to speak, and taking the public to the plant.

Taking GM and the plant to the public can be done by:

- *News stories for local press, radio, and TV*
- *Displays and exhibits*
- *Shows and illustrated lectures about the plant and division*
- *Community mailings*
- *Distribution of corporation and division motion pictures*

Local newspapers offer one of the most effective ways to bring General Motors to the public—to tell the community what the plant is doing, what it plans to do, or how it plans to do it.

Not long ago, the local paper in a GM plant city featured a story entitled:

"THAT FABULOUS ASSEMBLY PLANT"

The reporter had been invited out to the plant to see how things were done. In the course of his tour he was allowed to paint part of a car, as he said, without getting a drop of paint on his light-colored summer suit. To people in the plant, that may be commonplace. But to an outsider it was "that fabulous assembly plant."

In any plant, there are feature story possibilities from time to time. The local newspaper, radio, or television station will be grateful for them.

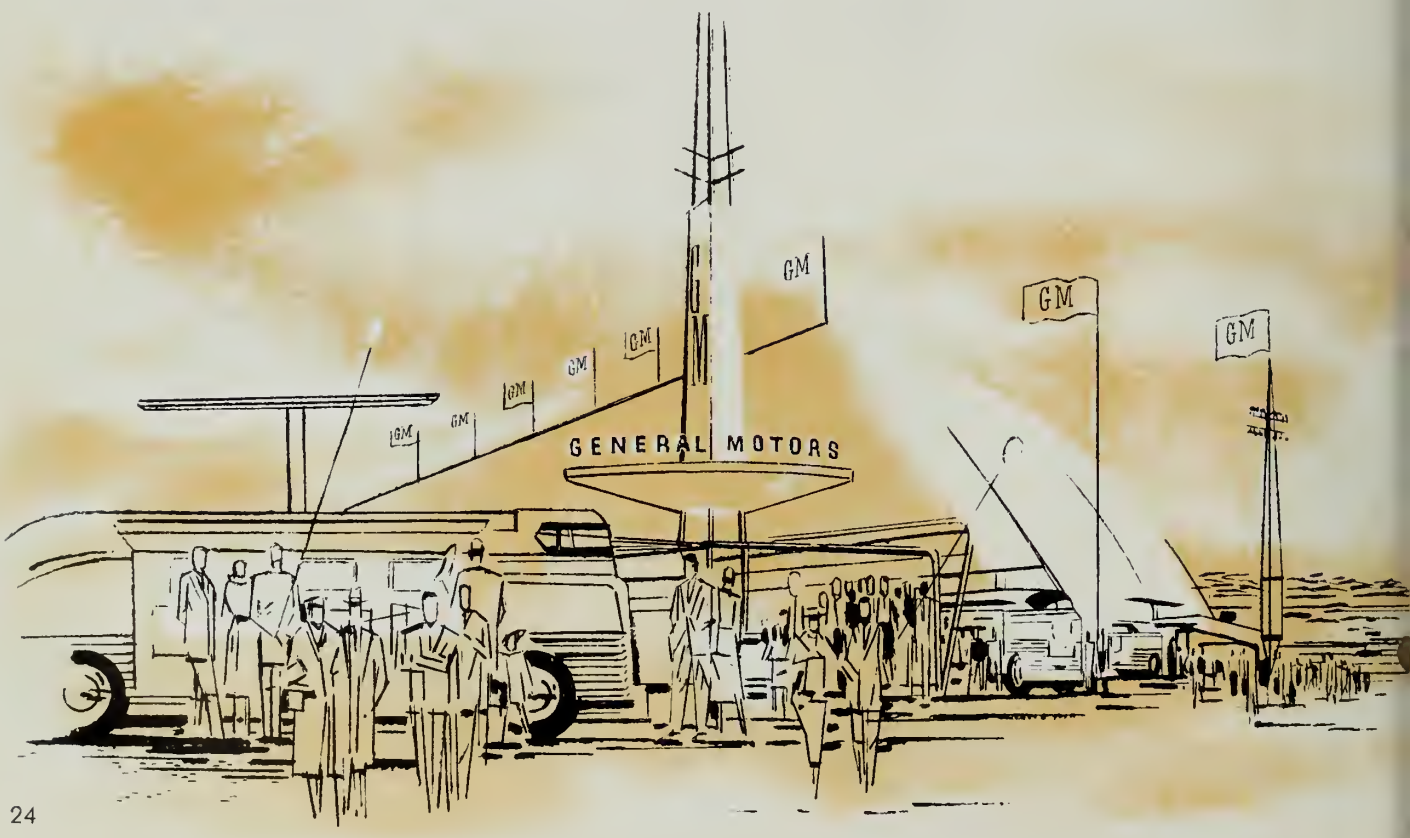
A MIDWESTERN plant, not very well known in a large industrial community, built an institutional three-dimensional display to dramatize the history of the division and the local plant. This was exhibited in the lobby of a large hotel, and then in bank windows throughout the community. Within a few weeks, the plant manager reported "a marked increase in the quality of job applicants."

Another division, which holds an annual employe family picnic, has added a huge exhibit of products made by the division and other General Motors divisions. A year ago, it was decided to hold the show over a day and open it to the public. Local newspaper announcements and radio time were used to promote interest and more than 40,000 people visited the display.

Plants of two GM divisions in an eastern community regularly provide product and package displays for the Chamber of Commerce building lobby and for certain downtown store windows that feature local industry.

Still another division has placed a cutaway engine in a railroad terminal, attracting thousands of people.

The General Motors "Parade of Progress," scheduled to begin a nationwide tour early in 1953, offers an excellent opportunity for GM plants to tie in to an institutional display that literally "takes General Motors to the public."



Patterned after GM's science show, "Previews of Progress," a midwestern division has written a script for a stage show with eight science sequences, each sequence showing how a scientific principle is applied in building the division's products.

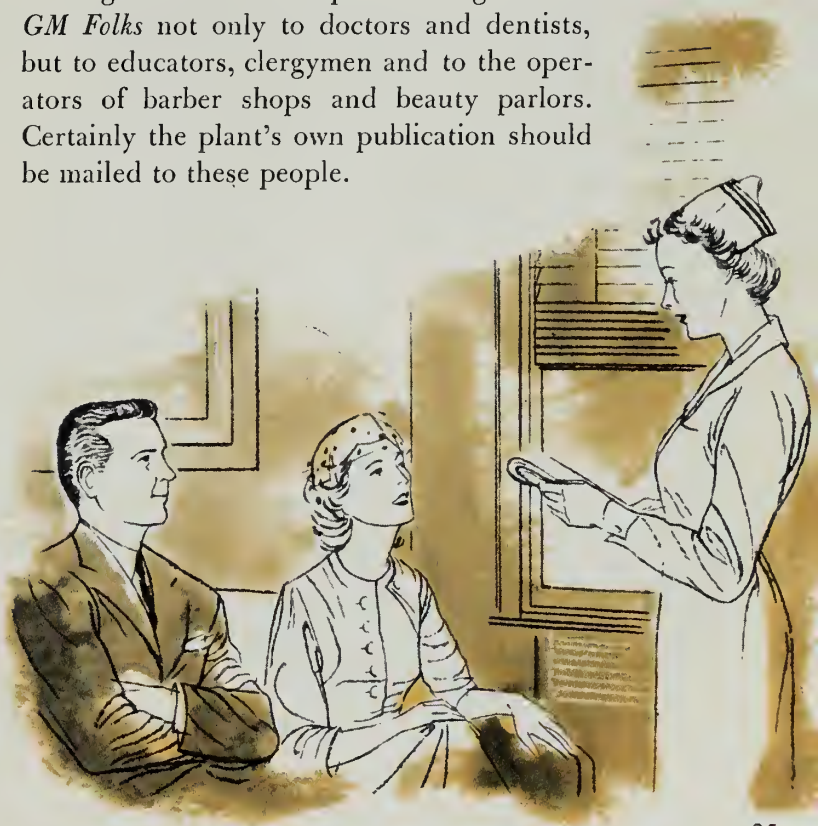
Another division for the past several years has selected an engineering topic of major public interest and developed a three-dimensional presentation of the subject. Besides giving latest scientific information in a non-technical, easy-to-understand manner, the presentation also shows how the division *and its people* figure in the particular developments and achievements.

TAKING General Motors to the people can also be accomplished through community mailings, sending GM publications to the people who help shape community opinion. There is a long list of such publications—and new ones are being printed regularly.

There are booklets that tell the story of GM, its operations, and its products. For example: *A Look at GM; The College Graduate and General Motors; Five Years of Industrial Peace;* and *Diesel, the Modern Power.*

Booklet reprints of some executive talks are available, free of charge, from the Department of Public Relations. Others, particularly those in the Educational series, such as *Can I Be An Engineer—Precision, A Measure of Progress—American Battle for Abundance*—and *A to Zero of Refrigeration,* are available in reasonable quantities free of charge, or in larger quantities at nominal cost.

One plant manager sends the general interest booklets to doctors and dentists in his town. They are usually placed on waiting room reading tables. Another plant manager sends *GM Folks* not only to doctors and dentists, but to educators, clergymen and to the operators of barber shops and beauty parlors. Certainly the plant's own publication should be mailed to these people.

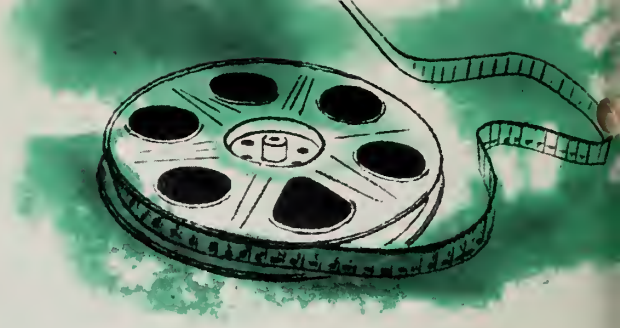


The list for such mailings should include leaders of thought and action—clergymen, school officials, presidents or chairmen of civic and service clubs, and local government officials.

Information Rack booklets, distributed by the Personnel and Employe Relations Staff, often are useful for community mailings. One midwestern plant has, since 1949, regularly mailed selected Information Rack booklets to school teachers. This has resulted in excellent cooperation between the schools and the plant. Extra copies of these booklets usually are available at cost from the Personnel and Employe Relations Staff in Detroit.

IN TOWNS where the mailings have been most effective, they have been accompanied by letters signed either by the Plant City Committee Chairman or the plant manager. The letter briefly indicates the theme of the booklet and why it is being sent.

Here's a sample of a transmittal note used recently:



"It occurred to me that the information in the attached 'General Motors Better Highways Awards Facts Book' would be of particular interest to you.

"It describes the GM-sponsored competition—open to everyone—to help determine 'how we can plan and pay for the safe and adequate highways we need.'

"After reading the book I am sure you will feel as I do that solution of the highway problem is important to our country's social and economic progress.

Cordially,
(Plant Manager)"

IN THE classroom, more and more emphasis is being placed on visual aids, especially for technical subjects. GM plants have a fine opportunity to encourage requests from this source through the wide variety of films listed in the General Motors Film Catalogue. Prints of these films are available through the Department of Public Relations.

One plant made good use of GM safety films by offering them to the local police department for showing to schools throughout the metropolitan area in which the plant was located. Both the police department and GM benefited by this program.

Besides their use as educational material for schools, GM and divisional films are often welcome additions to program material for various civic, business, professional, and religious groups. These showings can be made more interesting by having a representative of the plant introduce the film or otherwise supplement the program.

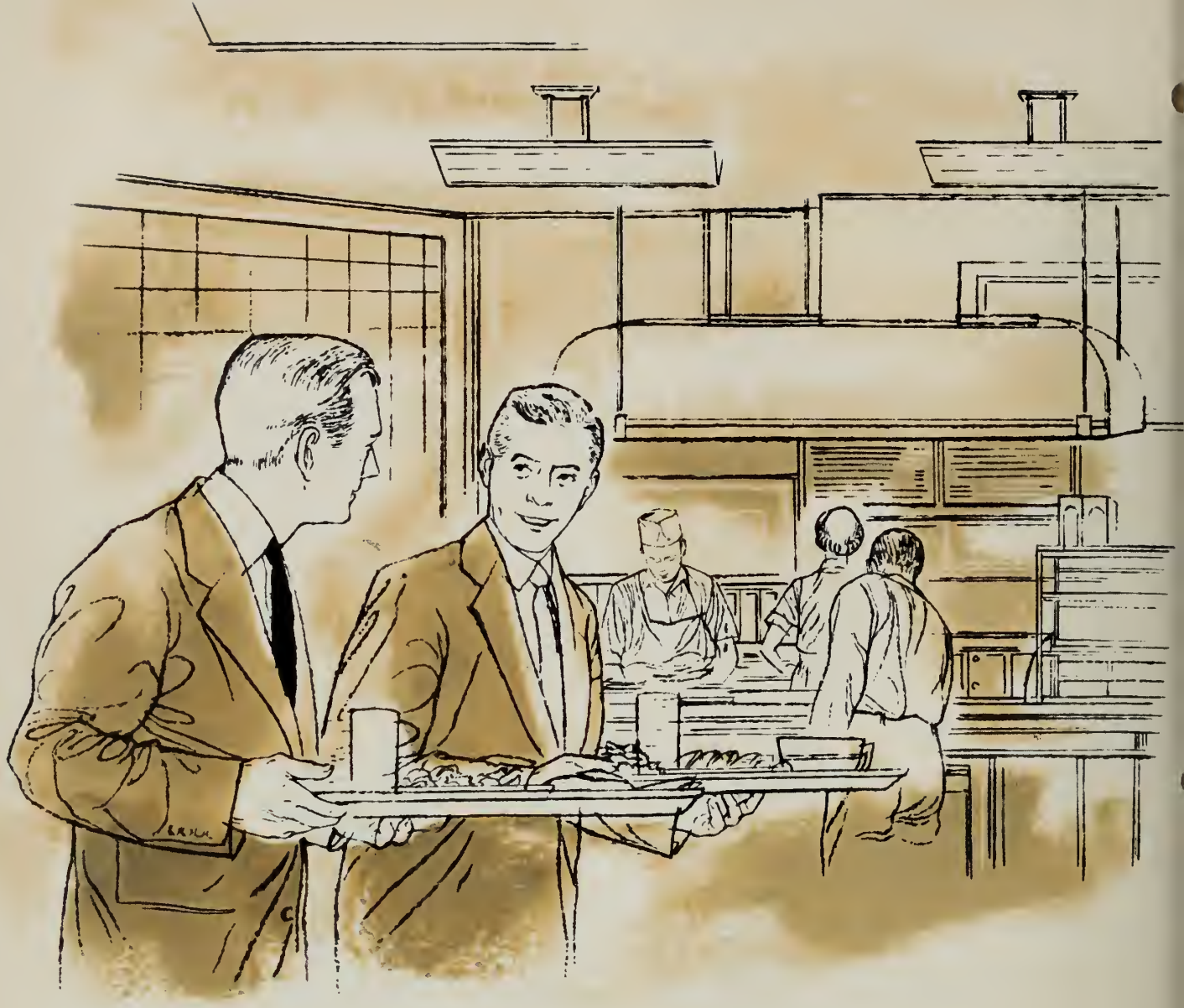
Bringing the Public to GM

THE MANAGER of a plant which has had a successful program of plant visits explained the underlying philosophy simply:

"Our policy is to treat every visitor—whether he is a salesman for a vendor, a job applicant, or a representative citizen of the community coming to look us over—as a *guest.* By exercising the simple courtesies and consideration customarily extended to a guest we feel that our contacts with individuals who enter our plant will build good community relationships."

Certainly there is no better way to promote better community understanding of the plant and a genuine interest in its welfare than through a regular program of *plant visits.*

The Plant Visits Plan Book outlines a variety



of suggestions for open house programs. It points out that plant visits can be divided into two categories—general, to which the public at large is invited, and special, to which smaller groups with specific interests are invited.

In the general category, of course, are "open house" days for employes' families, who have a keen interest in where the head of the family earns his livelihood, and the conditions under which he works.

Special group visits, on the other hand, offer opportunities to get specific messages to particular "publics."

For example:

WHEN it was announced that the state industrial educators association was to hold its next scheduled meeting in a central-states city, the manager of the local GM plant invited the 150 teachers to hold their meeting in the plant cafeteria. The plant supplemented the group's own program with:

1. *A talk by the plant master mechanic in which he described industry's urgent need for mechanics.*
2. *A showing of General Motors Previews of Progress.*
3. *A plant tour.*
4. *Lunch in the cafeteria.*
5. *Display of Information Rack booklets. (A large number of the teachers later asked for the Information Rack material.)*

OTHER plants have taken advantage of similar local opportunities to bring important groups to the plant:

Business-Industry-Education Days sponsored by local chambers of commerce have become familiar events in many communities and are leading to closer cooperation between industry and schools.

Plant visits as part of the program for teacher "workshops" or pre-school planning conferences held by most elementary and high school faculties.

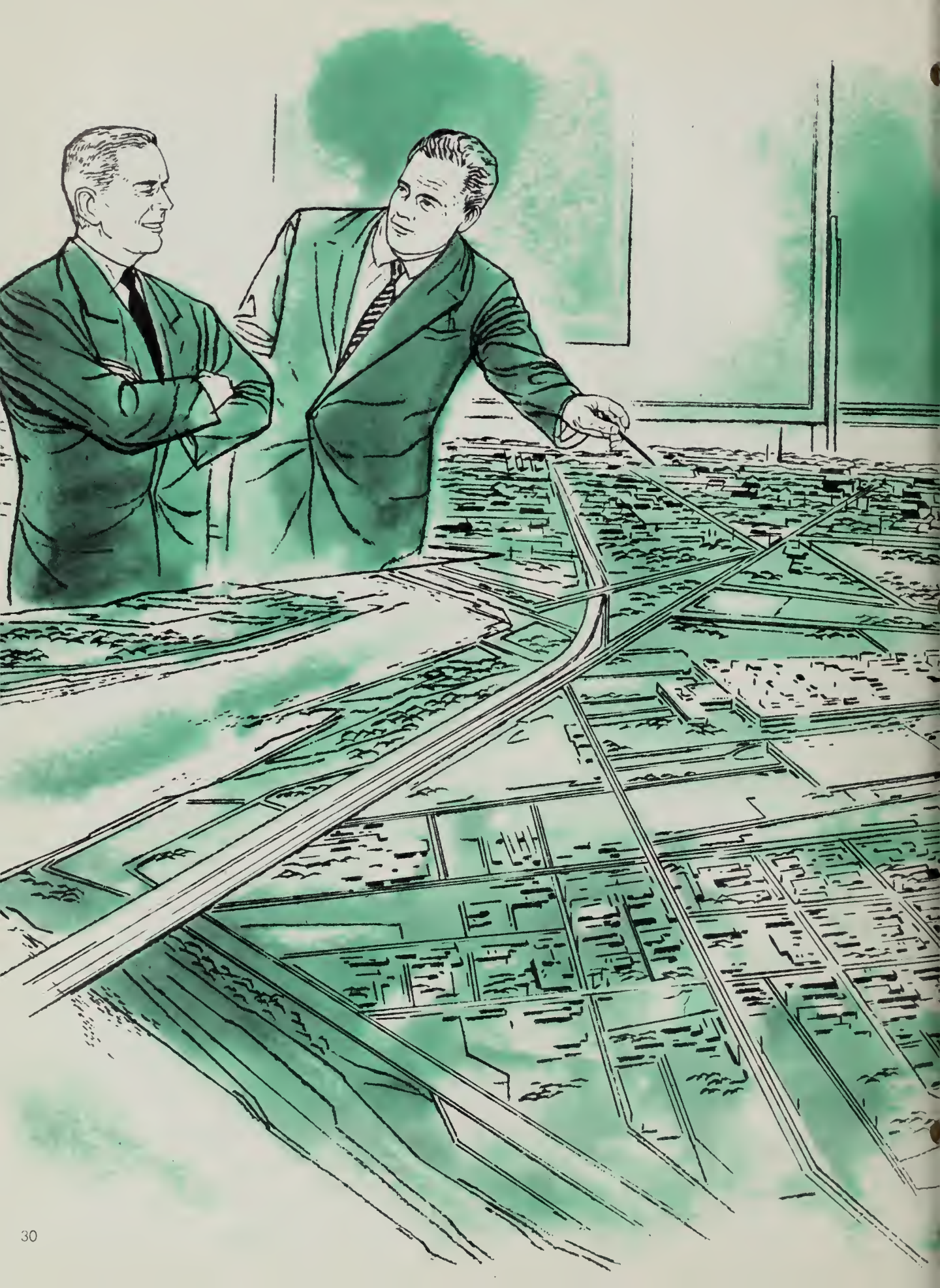
Clergy Days in cooperation with local ministerial associations.

Local medical societies, or medical staffs of local hospitals, providing an opportunity to show local doctors the working conditions at the plant, the care taken to eliminate occupational disease, the role of the plant doctor in preventive medicine, and the opportunity for a frank discussion of the problem of granting sick leaves without proper medical examination.

High School Senior Days, or "American Way Tours" to better acquaint young people with modern industry.

Business leaders and local suppliers.

A midwestern plant has developed a plant visit program for the township firemen who are brought to the plant at least once a year. The firemen familiarize themselves with any physical changes in the plant so that they will be able effectively to help the plant fire-fighting crew if called upon.



A plan for Action

PROBABLY the most important aspect of any successful program for building better community relations is that it doesn't just happen—it results from a sense of responsibility and a reflection of that responsibility by the entire management group.

Some one executive must be charged with personal responsibility for directing and implementing the program. But it must be remembered that this one man alone cannot do the whole job—he must have the active support and cooperation of everyone in the organization.

Not long ago a General Motors division, anxious to take inventory of its community relations problem, conducted a survey to ascertain the number of different towns and villages in which employes made their homes and to determine which communities had heavy concentrations of employes. From this survey came a unique plan for guiding community relations that is adaptable to any plant city.

This division found that its employes—although coming to work each day from as many as 168 different municipalities in two states—were concentrated, for the most part, in some 18 communities within a 25-mile radius of the main plant.

To meet this situation, the division's public relations director set up a community relations advisory group, or a committee on community relations, appointed by the general manager, and composed of management members from each of the 18 communities.

The function of each member of this group was and is to keep a finger on the community "pulse" in his own home town—to reflect community attitudes with regard to the plant, the division, and General Motors. And then to report on how the division can cooperate in various civic activities.

While conditions vary with GM plants according to location, it still holds true that plant community relations normally involves more than one community—usually a good many. The community relations advisory group which this division set up turned out to be a very effective way to meet the problem.

Doing a good community relations job means starting, of course, by doing a good job with our own people—seeing that employes are well informed on plant, division, and GM policies. There is no better ambassador of good will in the community than a well-informed employe,

for what employes *think, do* and *say* greatly affect community opinion about General Motors.

Several avenues are open for getting the General Motors story to GM employes:

Indoctrination programs for new employes
Plant newspapers and GM Folks
Bulletin boards
Information racks
Management letters to employes

Throughout the pages of this book, the case examples place emphasis on the *doing* in community relations. The ideas and methods illustrated have been used in many areas. Perhaps they contain "thought-starters" which may prove helpful in other localities. The important fact is that the need for good community relationships was recognized and *something was done about it.*

But equally important with the *doing* is the *interpretation of the doing*—to our own employes and to people outside the organization in the community. As many of the case examples illustrate, a complete understanding by the local group is as much a factor in establishing good community relationships as the job done.

Being a good industrial citizen and having it understood in the local community is the solid base from which to project the kind of community relations program that will build more and better friends for the plant, the division and General Motors.

ted in U.S.A. 1953

H. B. JONES

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